

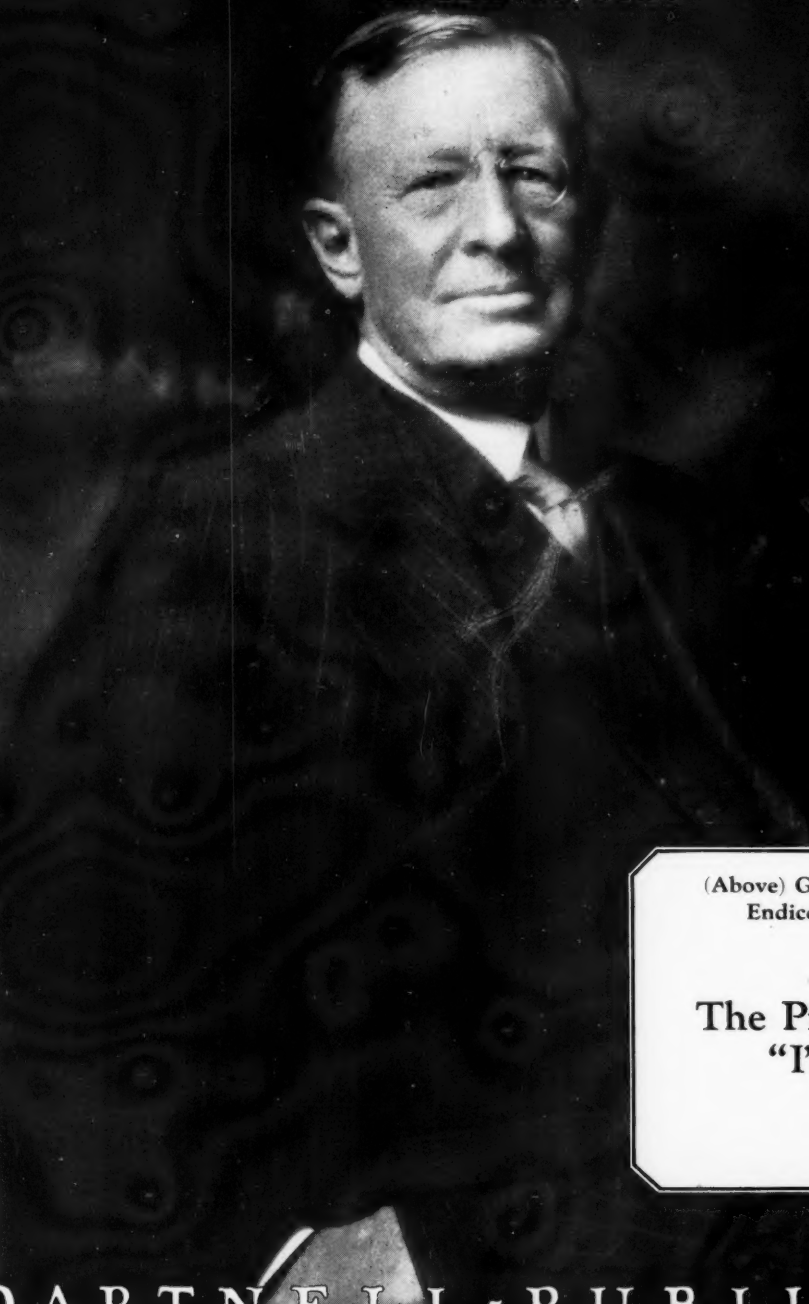
APR 20 1927

TWENTY CENTS

Sales Management

For The Man in Charge of Sales and Advertising

APRIL 16, 1927



(Above) George F. Johnson, President,
Endicott Johnson Corporation

• • •

The Prospect Who Says
"I'm Not Ready
to Buy"

A-DARTNELL-PUBLICATION

Before you buy Window Displays ask these 5 questions

1. Do you have your own plant?

This means manufacturing knowledge, proper supervision, control of operations at every stage, better product—dependable delivery. Besides—you can't add two profits without adding to cost—and you can't shade both profits without shading quality!

2. Do you do your own mounting and finishing?

The same applies to this question as to the first—especially the last part of the first!

3. Do you have your own art department?

This question is important because it involves experience, expertness in the specialized technique of art for displays, skilled adaptation of thought to medium, effectiveness of the whole. All of which takes many years to gain—and none of which can be bought haphazardly "on the outside".

4. Do you specialize in window and counter displays exclusively?

It stands to reason that an organization that concentrates on just one type of product can bring more skill and more experience to the manufacture of that product, more efficiency and adaptation of equipment to its production, and more ultimate economy of cost!

5. Has your creative staff much retail merchandising and advertising experience?

And this is by far the most important, because without a background of "back of the counter" knowledge and substantial advertising and merchandising experience, a display is just so much inert ink and paper. It's what is back of a display that moves merchandise and makes sales—and not even the best of lithography and the finest of art work can compensate for a lack of merchandising thought!

And to all of these questions, this organization can emphatically answer—

Yes!

EINSON-FREEMAN CO. INC

LITHOGRAPHERS

Offices and
Lithographic Plant

Specializing
in window and
store display
advertising

511-519 East 72nd Street
New York City

A Page from The Christian Science Monitor

THE CHRISTIAN SCIENCE MONITOR, BOSTON, WEDNESDAY, FEBRUARY 2, 1927

AMERICAN PLANS TAKE SHAPE FOR EXPOSITION AT SEVILLE

Architects to Bid for United States Building, Which, After the Fair, Will Be Used as Consulate—Due to Open Next Year

Special from Monitor Bureau
WASHINGTON—Competitive plans are shortly to be submitted by architects for the United States building to be erected at the international exposition at Seville, Spain, scheduled to open Oct. 12, 1929.

This exposition was projected as early as 1910, but before preparations could be completed the war intervened and it is only recently that the date has been definitely set. All the data has been definitely set. All the data has been definitely set.

and here many picturesque customs survive. There is a practical reason for the participation of the United States in the exposition as well as one of sentiment. The mingling of prominent Spanish and American business men in the American pavilion will offer an opportunity for better acquaintance. Spain is appreciative of the acceptance of the United States to participate in this exposition.

Special from Monitor Bureau
WASHINGTON—Competitive plans are shortly to be submitted by architects for the United States building to be erected at the international exposition at Seville, Spain, scheduled to open Oct. 12, 1929.

all these industrial processes that reduce the currency of Young America and his parents. Although the main floor of the old Fine Arts building of the Chicago World's Fair, in which the museum is to be installed, covers more than five acres, the exhibits will probably require two floors and a basement, said Mr. Donoghue. Space on the main floor, however, must be given over in part to a convention hall, since the city's bond issue for \$1,000,000 for the restoration of the building was voted with this condition.

Exterior Will Be Unchanged
It may be found desirable also to make room for a sculpture hall in accordance with a plan launched by Lord Taft, sculptor, thus linking the fine with the industrial arts. Mr. Donoghue said.

Assurance is given that the exterior of the museum will remain exactly as intended by those who designed the restoration of the Fine Arts building as one of the United States' notable achievements in the exposition of the South.

The original working drawings are to be followed by the architect, C. E. Atterbury explained, rather than that of the artist. The artist's work is to be done in the interior, officials of the University of Chicago said.

Special from Monitor Bureau
WASHINGTON—Competitive plans are shortly to be submitted by architects for the United States building to be erected at the international exposition at Seville, Spain, scheduled to open Oct. 12, 1929.

"Dizzy Arithmetic" Land Found Far Out Beyond the Milky Way

Distances of Star Systems So Great 18 Ciphers Are Needed to Express Them in Miles—Light Registered on Photographic Plates Started Million Years Ago

WILLIAM BAY, Wis. (Special Correspondent)—The first accurate measurements of distances "out beyond the Milky Way," distances so great that 18 ciphers are required to express them in miles, have been established by Dr. Edwin Hubble of Mt. Wilson Observatory, who has just published his measurements in the Astrophysical Journal, edited here.

"Dizzy arithmetic," Dr. Edwin Hubble's computations, which deal with the size and brightness of nebulae which he finds are some 1,000,000,000,000,000 miles away from the earth. "This is a stupendous penetration," was the estimate of Professor Frost, who is director of the Lick Observatory of the University of Chicago and made the computations regarding distances.

Dr. Hubble's work is the most comprehensive yet of the attempt to measure the distance of the nearest star systems. The California astronomer took more than 100 photographs of nebulae, all of them far beyond the limits of the Milky Way. He found that his stars appear as a blur to the naked eye. Light which registered on the plates of the powerful instrument used by Dr. Hubble had traveled from these inconceivably great star systems for nearly 1,000,000 years. And this, of course, at its usual magic speed equal to over seven times around the world in a second.

Dr. Hubble's measurements are held to give also a new conception of the brightness of these systems. "We need to remind ourselves," he said, "of the astonishing accuracy the negroes have already achieved in material property under adverse conditions."

BETTER COTTON FORECAST URGED

Advantages of United States System Emphasized at Congress in Cairo

By Wireless
CAIRO, Feb. 2.—Government crop forecasts and the need of amending the United States system formed the main subject for discussion at the third session of the international cotton congress.

F. A. Tomlinson, ex-president of the Manchester Cotton Association, informed the congress that it was necessary for the Egyptian Government to forecast the crop. There is much room for improvement, he continued. "In the first instance, we must be able to rely absolutely on the impartiality of all figures. Whether the crop leads to be large or small, we must be able to know for certain that the Government figures cover nothing but the truth, and that they are in no way biased."

Further, the date and hour on which the acreage is to be published must be preserved. There must be no delay, such as have occurred quite recently where it seemed the Government was afraid of letting anyone know to what a large extent the present crop would probably attain. The crop forecast, per month is sufficient.

Though they are frequently occasioned to find fault with the United States Department of Agriculture's forecast, Mr. Tomlinson continued, I have left off and that Chicago will be built upon right lines, and with a crop as much smaller than that of the United States, he said. Egypt's task was on a smaller scale.

CHICAGO WOMAN OUT OF MAYORALTY RACE

Mrs. Gregg Finds Too Much "Practical Politics"

Special from Monitor Bureau
CHICAGO, Feb. 2.—Chicago's woman candidate for Mayor has taken her last out of the race. She said in a week ago. Her experience with "practical politics" does not have been encouraging, but she thinks some day a woman may yet run and win in this city of 3,500,000.

It is related by Mrs. Johanna Gregg, who has been a member of the School Board for the last five years, that she was up bright and early on the day last week in which petitions for Mayor were to be filed. The first to be obtained first place on the ballot, she was the first there; indeed, so early that a clerk told her it was the right day, she declares. However, when places were assigned she found herself third on the ballot.

"The time is not ripe for a woman under present conditions," she commented. "I think, however, that some woman will some time take up where I have left off and that Chicago will be built upon right lines, and with a crop as much smaller than that of the United States, he said. Egypt's task was on a smaller scale."

NEGROES' PROGRESS IN NATION SHOWN

Methodists Urged to Aid in Church Extension

Special from Monitor Bureau
CHICAGO, Feb. 2.—Negro congregations of the Methodist Episcopal Church are expected to be self-supporting at the church at large places proportionally upon them as fast as their ability increases, the Rev. Dr. W. H. Howard told the annual meeting of the board of education of this church here. Dr. Howard is corresponding secretary of the board.

"We need to remind ourselves," he said, "of the astonishing accuracy the negroes have already achieved in material property under adverse conditions."

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"What Kind of Readers?"
Most people with money to spend for advertising now ask this question, along with "What's your circulation?" It's a question the Monitor is always glad to answer.

Now Comes

THE WORLD'S GREATEST TIRE

Goodyear Triumphs Again!

with the new-type All-Weather Tread—especially designed for balloon tires

For the first time, you are now able to buy a balloon tire with a tread as clearly superior to any other tread as the Goodyear SUPERTWIST casing has proved itself superior to any other casing.

It is the new Goodyear balloon tire with the NEW-TYPE All-Weather Tread!

The first big advantage you will get from this new tread is traction—safe, sure-footed, skidless travel under all conditions.

The sharp-edged, diamond-shaped Goodyear blocks in the tread's center seize, grip and hang-on.

The second big advantage is long, slow, even tread wear, as opposed to the "cupping" and "pot holes" until now characteristic of wear in balloons.

This is accomplished by heavy circumferential ribs at the point of greatest bearing, and by a flatter tread profile giving broader road contact.

Goodyear tested this tread under the hardest kind of service—picked it finally from eighty separate and individual designs as outranking them all.

Smooth and quiet-running, it will help you to safer, longer, more dependable balloon tire performance than you have heretofore been able to enjoy.

It complements perfectly the celebrated Goodyear cord fabric, SUPERTWIST, now used in all Goodyear tires.

The superiority of SUPERTWIST is in its greater elasticity. Under road shocks it stretches and recovers without breaking, like a rubber band. This flexibility is inherent in the structure of the SUPERTWIST cords themselves, and is not dependent upon latex, gum or filler of any kind.

The NEW-TYPE All-Weather balloon tread and the SUPERTWIST balloon casing represent the greatest tire combination yet offered to the public.

Once more, then, as so many times in the past, Goodyear now advances the tire best suited to the needs and conditions of motoring, and demonstrates again why more people ride on Goodyear Tires than on any other kind.

Available now at your Goodyear Dealer's—and backed up by a dealer service that is pledged "to provide facilities so that users will get all the built-in Goodyear value out."

GOODYEAR
Goodyear Means Good Wear

MEETING THE TRIALS OF MONTHS AND MILES



THE THURSDAY SEDAN
1025
B.B. LAYTON

Day and night . . . month after month . . . not only when weather favors, but through sleet and slush and muck and mire . . . through blinding snow and bitter cold, icy stretches, jagged ruts, deep drifts . . . Oldsmobile speeds on and on over the winding roads of the General Motors Proving Grounds . . . Proving the true value and full worth of each new feature and improvement . . . Meeting . . . surmounting . . . in advance . . . the trials of months and miles!

OLD SMOKE WORKS, Lansing, Mich.
Now and see your Oldsmobile dealer.

OLDSMOBILE
SIX

The Christian Science Monitor

An International Daily Newspaper

Advertising Offices in Boston, New York, London, Paris, Florence, Philadelphia, Chicago, Cleveland, Detroit, Kansas City, San Francisco, Los Angeles, Seattle, Portland (Oregon)

Published every other Saturday and copyrighted 1927 by the Dartnell Corporation, 4660 Ravenswood Ave., Chicago, Ill. Subscription price \$4.00 a year, in advance. Entered as second class matter, March 12, 1919, at the Post Office at Chicago, Ill., under act of March 3, 1879.

Do You Sell in These Markets?

Here are three prosperous markets, each one spending millions of dollars annually, and each one served by a publication which reaches the spenders in the industry.

CAN YOUR PRODUCTS BE USED IN ANY ONE OF THEM?

BUILDING SUPPLY NEWS

is read by 7,200 merchants of the building industry. They sell \$700,000,000.00 of construction materials yearly. For their own use they buy—

CRANES CONVEYORS TRACTORS
LOADERS MOTOR TRUCKS ELEVATORS
UNLOADERS TRAILERS SCALES

ALMOST ANY BULK MATERIAL
HANDLING EQUIPMENT

BRICK and CLAY RECORD

Here's what clay plants spend yearly:

Machinery and Equipment	
Purchases	\$25,000,000
Coal	40,000,000
Gas	6,500,000
Oil	4,500,000
Electric Power	5,500,000
Clay	5,000,000
Kiln Materials	20,000,000
Other Materials	30,000,000
	\$136,500,000

WHAT PART OF IT DO YOU GET?

CERAMIC INDUSTRY

Besides raw materials, such as clays, silica, chemicals, feldspar, etc., the manufacturers of glass of all kinds, vitreous enamel, china and sanitary-ware buy equipment for—

BURNING DRYING
TEMPERATURE RECORDING AND CONTROL
CONVEYING SYSTEMS
POWER AND TRANSMISSION
GAS PRODUCING, ETC.

A DIVERSIFIED FIELD WITH ONE COVERAGE

SEND FOR an analysis of the market as it applies to your particular products. If there is no market for it in our fields, we'll say so. If there is we will be glad to help you develop it along reasonable lines.

Industrial Publications, Inc.
407 S. Dearborn Street CHICAGO

Members: A. B. C. and A. B. P.

This Issue at a Glance

For the convenience of subscribers whose time is limited, we will print here in each issue a short digest of the principal articles in each number, so that you may determine those articles which are of sufficient interest to warrant careful reading

ADVERTISING

The after-the-war slump found the Stone Straw Company, makers of artificial straws, with sales declining alarmingly and idle machinery running costs up at a rapid rate. It seemed that the sale of straws must be expected to follow closely the sales of soda fountain equipment, and at that time the company could not see any way to create new markets. The company had no salesmen of its own, and no contact with the retail trade except through distributors. How advertising solved the problem of rebuilding sales, and what it has done for the Stone straw business, is told on page 693.

Roy W. Johnson enters into a frank discussion of the perceptible shrinking in the advertiser's dollar, and points out that this is due to a large extent to the public's shaken confidence in advertising as a result of having been humbugged by exaggerated claims and bitten by the delicately untruthful copy of a great many supposed-to-be-reputable manufacturers. He proposes an "Audit Bureau of Advertisers" and tells what he thinks such an organization could accomplish to head off ultimate disaster for advertising as a force in American business. Page 695.

How the Hawaii Tourist Bureau has built up the number of visitors to the Islands from 7,000 to 15,000 in seven years, is described on page 701. The Hawaiian territorial legislature has voted to increase the appropriation for advertising this year.

EXPORT

Another SALES MANAGEMENT reader was aroused over the article in *Harper's* magazine by Jesse Rainsford Sprague on "The Go-Getter Abroad." He writes a protest. Page 717.

HANDLING SALESMEN

W. E. Clow, vice president, James B. Clow & Sons, tells how his company seeks to develop the initiative and thinking power of their salesmen by giving them a practically free rein in their territories. "We Don't Believe in Making Our Men Do the Goosestep." Page 709.

MANAGEMENT

Arthur W. Loasby, president, the Equitable Trust Company of New York, tells, in the leading article on page 691, what the banker wants to know about sales policies when a company is seeking financial aid.

MARKETS

Current market conditions in forty cities are reviewed in SALES MANAGEMENT's quarterly market review on "Bright Spots on Business." Page 756.

NEWS

Current sales and advertising activities in three markets are reviewed in this

issue of SALES MANAGEMENT. What's doing in Denver is summarized on page 713. "Sales Drives in New York Show Gain Over Last Year" is the title of the article covering the nation's biggest market, page 718. Kansas City sales activities are reported on page 746. "Johns-Manville to Invade San Francisco and Oakland Territory" gives a panoramic view of business conditions on the western coast, and outlines current campaigns on asbestos shingles, iceless refrigerators, electric appliances and other products, in the far western markets. Del Monte has curtailed schedules as a result of carry-over packs, and the oil companies are indulging in some warfare. Page 705.

SALES MANAGEMENT

The eighth of the series of articles by Charles W. Hoyt on "The New Scientific Sales Management" appears on page 734. "Superstition vs. System in the Selection of Salesmen."

E. S. Sanger tells how to build up semi-mechanical aids in the sales department. Page 725.

SALES POLICY

The Arcade Hardware Company, a neighborhood retail store in Detroit, has taken a goodly measure of builders' hardware business away from jobbers and other competitors for this type of business, by a well-developed sales plan and service system. Details are given on page 731.

The sales plan behind the big increase in Endicott Johnson shoe sales is described on page 699. Through this plan the company has enlisted the support of many of the foremost department stores in the country.

Two hundred and fifty concerns contribute to a discussion of the trade-in problem. Policies now in use are summarized and discussed on page 702. Leading concerns are more and more reluctant to regard trade-ins as an inevitable drain on profits, and they are forming more constructive policies toward gaining control over trade-in operations.

SALESMANSHIP

H. A. Hall, a salesman for the Stover Company, Chicago distributors of Frigidaire, in his first year selling refrigeration, has set up an enviable record in his territory. Sales tactics employed by Mr. Hall are discussed in an article on page 697.

THE NEXT ISSUE

Last year the dealers handling the line of the Hartmann Trunk Company voluntarily spent \$250,000 out of their own pockets to advertise this one product in their local newspapers. The plan responsible for this willingness to advertise is described in an article in the April 30 issue of SALES MANAGEMENT.

Published
Every-Other-Saturday

Sales Management

For the Man
in Charge of Sales

VOLUME TWELVE

NUMBER EIGHT

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CATTS-PATTERSON CO., LTD.

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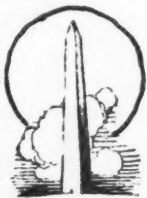
A. R. HAHN
Desk Editor

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Renewals: Subscriptions to SALES MANAGEMENT are dropped promptly when they expire. Readers desiring to keep their files complete should renew their subscription upon finding expiration notice in their copy.

News Stand Copies: This magazine is not generally sold through news dealers. For the convenience of subscribers away from the office it is distributed on the news stands of the principal hotels.

Closing Dates for Advertising: Closing date for covers, color advertising, and preferred positions, twenty days before date of issue; closing date for okay of proofs on run of paper advertising, twenty days before date of issue; last form closes ten days before date of issue.



Metropolitan Market

Washington, D. C.

And its twenty-mile
radius.

160,000 homes

697,000 population.

145,000 automobiles
owned and operated.

Per capita wealth of
\$3,879.00.

Has 7,543 persons per
square mile of area.

This "metropolitan
market" buys good
goods well advertised
in The Washington
Times, The Washing-
ton Herald and The
Big Sunday Washing-
ton Herald

The combined daily
net paid circulation of
The Times and Herald
is 106,649 (A. B. C.)
and the Sunday Her-
ald 120,049 net paid
(A. B. C.)

Reach this "metropol-
itan market" through
these circulations.

WASHINGTON TIMES

and

The Washington Herald



Courtesy The Pullman Company.

At a special meeting of the board of directors of the Colonial Works, Incorporated, of Brooklyn, New York, CHARLES W. GRIFFIN, formerly treasurer, was elected president, to fill the vacancy created by the death of the former president, WILLIAM H. WHITNEY, JR. CHARLES T. CORBY was elected treasurer to fill the resulting vacancy in that office.

MacDonald - Ramsdell - Wood, Incorporated, announce the resignation of ARTHUR W. RAMSDELL as vice president.

JOHN S. RONEY, formerly with the Cleveland office of the Curtis Publishing Company, has joined the Reincke-Ellis Company as vice president.

John Ring, Jr., Advertising Company has appointed J. WALTER GOLDSTEIN vice president. Mr. Goldstein has been with the company for four years.

R. E. HUTCHINSON has resigned as vice president of Mason Warner Company, to join the staff of The Geyer Company.

LOUIS J. GOLDMAN, formerly vice president of The Spafford Company, is now vice president of Picard, Bradner and Brown, Incorporated.

The *Rotarian* magazine of Chicago announces the appointment of ROBERT P. SMITH of Cleveland, Ohio, as representative for Ohio, Indiana and lower Michigan, with the exception of Detroit.

GERALD K. RUDOLPH has resigned as publicity manager of Fox Film Corporation to become editor of *Motion Picture* magazine, published by Motion Picture Publications, Incorporated. Mr. Rudolph was formerly editor of the *Buffalo Courier and Enquirer*.

HARRY A. MAY, secretary and sales director for The Todd Company of Rochester, New York, has resigned to go into business for himself. Mr. May has been with The Todd Company since 1915 and was promoted to general sales and advertising director in 1923. The Todd Company announces the appointment of FRED H. BLOOM as general sales manager.

The Wm. H. Rankin Company announces the appointment of HERBERT R. SCHAEFFER as general manager of the New York office. Before his promotion, Mr. Schaeffer was manager of production and merchandising.

LESTER B. SMITH, former sales manager of the Broadway Subway and Home Boroughs Car Advertising Agency, and recently with the national department of the General Outdoor Advertising Company, has been appointed general sales manager of the Automatic Movie Display Corporation.

GUY C. SMITH, advertising manager of Libby, McNeill and Libby, has been elected vice president of the Association of National Advertisers, to succeed T. F. DRISCOLL, of Armour and Company, who resigned a short time ago.

STANLEY E. BALDWIN, advertising manager of the Willard Storage Battery Company, has been elected a director of the Audit Bureau of Circulations to fill the vacancy caused by the recent resignation of W. W. WHEELER of the Pompeian Company.

MARK S. STANBRO, formerly of the Beaver Products Company, has been appointed advertising manager of The Todd Company, to succeed DAVID R. OSBORNE, who resigned to become director of sales training for the Studebaker Corporation of America.

McLain-Simpers Organization announce the appointment of ERNEST JOHN, former advertising manager of the Victor Talking Machine Company, as a member of its staff.

The *American Druggist* of New York City has been purchased by William Randolph Hearst. The first issue under the new ownership will be issued in July. The personnel is as follows: editor, MURRAY BREESE, formerly managing editor, Topics Publications; managing editor, HERBERT R. MAYES, formerly editor trade division, Western Newspaper Union; advertising manager, J. C. CREAVER; New England representative, KENNETH B. HURD; and RICHARD A. HOFFER, western representative.

Sales Management

A DARTNELL  PUBLICATION

VOLUME TWELVE

CHICAGO, APRIL 16, 1927

NUMBER EIGHT

What a Banker Wants to Know About Your Sales Policies

SALES methods and policies, of themselves, will not get you anywhere with your banker, even if they rate 100 per cent by every test. But poorly conceived policies, economically wrong methods, or selling plans that reveal a lack of appreciation of the high ethical plane of modern business practice, will most assuredly get you in wrong with your banker. In other words, sales methods and policies are not a basis of credit, but they are an important part of the complete picture that the banker wants to see before he grants a new or extended credit line.

The Banker and Profits

THE banker views sales policies with a more keenly appraising eye today than ever before, for several reasons.

Ten years ago he was content to make a loan on the basis of an "asset good" position as revealed by a far from complete statement of the borrower's condition, along with his general knowledge, checked by some inquiry, as to the borrower's standing in the business community.

But that was before 1921—a long time before as measured by experience. The acute depression of that year, with its buyers' strike and deflation of prices all along the line, caught many concerns with large inventories of

A Review of the More Important Points Where Marketing Methods May Help to Win or Lose Financial Support

By **ARTHUR W. LOASBY**

President, The Equitable Trust Company of New York



Arthur W. Loasby

raw materials and finished and semi-finished goods which were being pretty generally carried on bank loans. This over-bought condition was too widespread to permit of forced liquidation. Bankers had to see the thing through; so they shouldered business cares and acquired a

never-to-be-forgotten knowledge of all the ins and outs of management.

This hard-won business education has taught the banker to seek more facts about everything in connection with concerns he finances. Not only does he look into sales policies, but he seeks full information on all other policies and methods that have a direct bearing on profits.

Hand-to-Mouth Buying

ANOTHER reason for the banker's great interest in sales policies lies in a much-discussed modern business tendency. Hand-to-mouth buying is in large part an outcome of the banker's closer cooperation with management in relieving the distress resulting from unrestrained buying which preceded the collapse of 1921; it is the banker's contribution to business. And it is the banker's safeguard against declining commodity prices. Hand-to-mouth buying takes the largest possible advantage of the nation's production and transportation facilities, permits big volume on a narrow profit margin and reduces inventory risks to the minimum. This new method of doing business is closely geared to sales, and to be sure of its continued functioning the banker is keeping closer tab on sales methods and policies.

I do not want to give the impression, however, that bankers

sit in on sales conferences and keep informed down to the last detail as to what is going on in that department. The banker gets his first view of the condition of a borrower, just as he always did, through the financial statement; but nowadays he is more often inclined to go back of that statement and check up on the facts it presents—not that he questions the honest intentions of the concern making the statement, but because he wants to be sure that everything that goes into the making of the statement has been properly considered. Business men in the last few years have been meeting the banker more than half way in his quest for facts and are now often able to present more data from month to month than were available ten years ago at the end of a twelve-month.

Looking through the balance sheet and the income statement—pretty clear windows to inside conditions—the banker may find some indication that sales are not going as they should. In such cases he sees the evidences of a maladjustment in the financial results, even before he goes back of the statement to get at causes. Such evidences are, perhaps, most often found in such balance sheet items as inventories and receivables, but if the cause lies in some fundamental mismanagement they also appear in the income statement—profits fall off.

When Inventories Pile Up

WHAT a banker wants to know about sales methods and policies and how he gets at the facts is best revealed by incidents. For instance, the financial statements of a company engaged in the manufacture of canned goods revealed a gradual piling up of inventories of the finished product at a time of the year when distribution should have been rapid. An extension of the credit line was requested. Investigation showed that the sales outlet was through jobbers in a section of the country where the grocery jobbing business has been hard hit by the rapid formation of chains of stores and

combinations of independent stores for the purpose of buying direct from the factory. The situation was none too good for the canner. But investigation also revealed that the sales manager was fully alive to the situation and was taking aggressive steps to meet it; he was sending his salesmen direct to retailers and the new method was producing satisfactory orders which were being filled through the jobbers. The selling department was so convincingly on its toes that the bank decided to go along with the account.

Watching Selling Terms

IN another instance the trouble was revealed by receivables and by persistent red ink. Investigation showed that the concern, a large importer, was making the mistake of buying on very short terms and selling on long and liberal terms. Analysis of its receivables indicated that too large a proportion of them were notes representing overdue accounts. It was difficult for the sales department of this concern to make the change to terms less favorable to its long-established clientele, but it was done—for the banker insisted and there was no other way out—and now the income statement is showing black ink figures.

An excessive inventory peak in March of every year directed the banker's eye to a source of unnecessary expense in the case of a manufacturer. This company habitually geared its plant operations so that its goods were all finished early in the year, although deliveries did not begin till October. By leveling down productive operations it was possible to run the business with considerably less borrowed money. But there are cases where this situation is difficult to overcome. Straw hat manufacturers, for instance, must pay for imported materials and make up their goods in advance; yet the business is so decidedly seasonal that all sales are on a basis of May 1 dating, with terms thirty days from statement. The clothing industry has two distinct

datings during the year and must meet the same problem of peak inventories.

The banker watches inventories closely, and he likes to have at least two statements yearly, one at the peak time and one at the close of the selling season. If anything is wrong with sales it shows up in inventories as quickly as anywhere, and if inefficient selling methods are not mended to keep inventories within bounds the banker may refuse to go along further with such a borrower. A lump-sum statement of receivables no longer satisfies the banker; he wants to know the proportion of notes, whether the notes represent overdue accounts, and he may even pursue his investigation right through to the standing of the debtors. This means that he watches selling terms, for they have the closest relation to the healthy or unhealthy proportion of receivables to working capital.

The Big Customer Risk

THE incidents recounted were brought to light through the banker's study of financial statements. But some conditions are revealed only by investigation. For instance, the statement of a manufacturer of electrical apparatus showed everything to be shipshape, but a credit investigator was quite frankly told by the sales manager that by far the largest customer was a big and thoroughly reliable concern purchasing the manufacturer's principal product on a contract having but two years to run. This contract might or might not be renewed in as large volume and on terms as favorable as those in effect. In such a case the banker would have to be duly cautious, for it was doubtful if an outlet could be found for the product elsewhere when the needs of the big buyer were filled.

A case that looks similar at first glance is that of a manufacturer of automobile bodies. The entire product of this manufacturer is taken by one car maker on a working agreement that is perfectly satisfactory from all

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Advertising Finds New Markets For a Thirty-Year-Old Product

IN 1893 the business of manufacturing artificial soda straws, or julep straws as they were then called, out of paper, was begun by M. C. Stone, inventor of the artificial straw.

During the first month of that year sales of paper straws reached the grand total of 50,000 and each of those 50,000 straws was made by hand. In 1926 patented machinery planned and built for the company's exclusive use produced more than 50,000 straws every three minutes of every working day. The growth of the business since 1893 reads like a fairy tale and yet when one looks behind the scenes one finds that magic wands have had nothing at all to do with the transformation.

It has been a case of constant mechanical development, constantly expanding markets and finally the application of the force of well-planned advertising.

The early days of the paper straw business in America were very much like the early days of most American businesses—days of struggle in an effort to make an apathetic public take kindly to

Stone Straw Company Proves It Does Not Always Take a Barrel of Money to Make a Success of Advertising Even the "Unadvertisable" Product

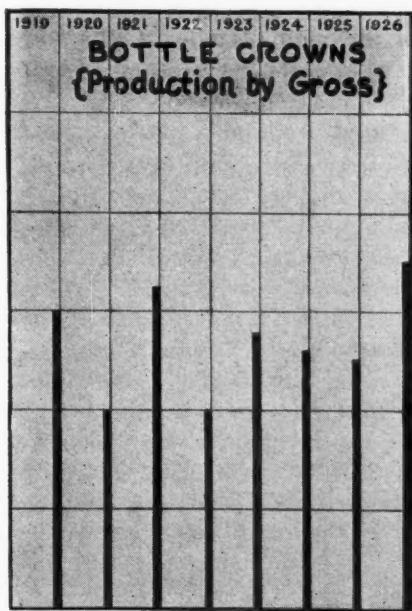
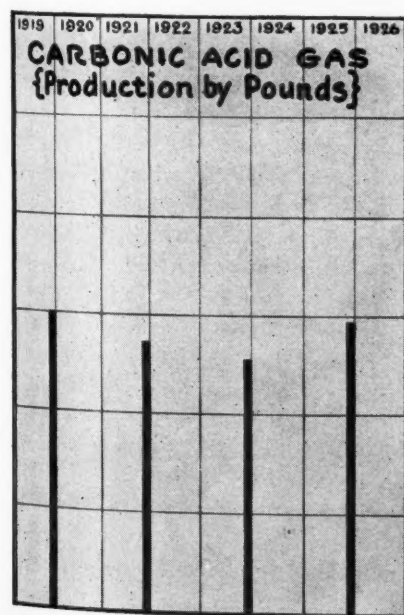
By H. K. DUGDALE
Vice President, The Green & Van Sant Company,
Baltimore, Maryland

a new product, for in those days the natural rye straw was in use everywhere. It is a matter of history that the artificial straws first made by M. C. Stone were personally introduced by him into establishments where straws were then commonly used.

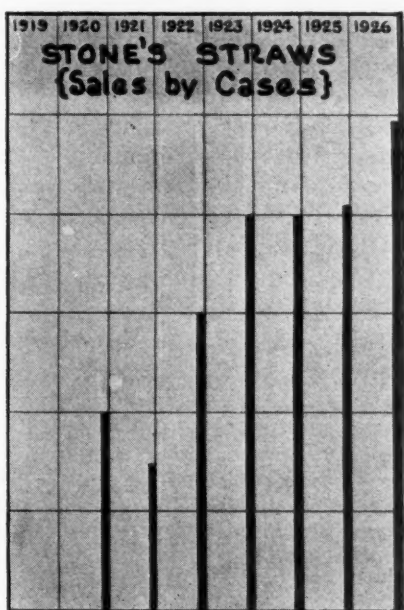
It was not until the advent of the soda fountain as an American institution that the soda straw business gave any indication of large expansion. From that time until America's entry into the war the sales curve of the busi-

ness followed very closely upon the heels of sales in the field of soda fountain equipment.

When America entered the war and simultaneously established training camps and army cantonments throughout the country there immediately sprang up a tremendous demand for greatly increased quantities of soda straws through rulings that no glasses were to be used. The adoption of standards of hygiene more nearly assumed national



That the marked increase in sales in Stone's straws is not merely a reflection of the increasing demand for soft drinks, but actually represents new-found markets, is clearly evident from a study of these charts. Sales of straws by cases during the last six years are out of all proportion to the production of carbonic acid gas and metal crowns, two reliable indexes for soft drink consumption.



proportions during the war than at any other time in our country's development, and it is significant that the use of paper straws in the serving of drinks should have been one of the sanitary requirements of the United States Army.

New machinery had to be built; and day after day it was kept busy turning out millions of paper straws for as many thirsty Americans. Then came the armistice, and two years later indications seemed to point to America's having completely satisfied

With the development of a demand for straws for home consumption, the company packaged the straws and merchandised them through a display.



her war-time craving for liquid refreshments.

Sales fell off—not gradually but precipitously. A sales curve that had been mounting steadily for nearly thirty years took a sudden nose dive. Machinery that had been built and installed to take care of war-time demand was now idle for the first time; and idle machinery sends costs up and profits down.

It was not until 1921 that advertising was first thought of as a likely remedy. I recall vividly my visit with the company's officials at Washington when advertising was discussed for the first time, and I must confess that when I left Washington to go back to Baltimore that afternoon, I did not quite see how advertising could turn the trick.

The First Campaign

The product itself bore no designating name or mark of any kind due to the fact that printing or marking of the straw might have had a tendency to make it less sanitary even to an almost insignificant degree. It was packed in round cartons of 500 straws each, these cartons being sold to the wholesale trade, who in turn sold them to retail druggists and confectioners. They in turn dispensed them with the drinks they sold at their fountains.

The company had no sales organization of its own but

depended largely upon national distributing organizations for a large percentage of its business. As a company it had no direct contact with the retail trade. For a while it looked as though I had stumbled across one of those "unadvertisable" products of which I had frequently heard.

After some discussion, it was agreed that the principal thing advertising could do for the Stone Straw Company was to increase the general consumption of straws

by inducing more people to use straws in the already established manner, and to increase the sale of straws by uncovering and developing new markets.

A campaign was planned for the first year, its keynote being "The Best Drink Tastes Better Through A Straw." The first advertising appeared in the form of a single column (one of a series of thirteen) in a national weekly issued in April, 1921, the middle of the company's fiscal year.

The downward trend in sales continued during the remainder of 1921; but the advertising continued; in fact, the appropriation was slightly increased in 1922, and it was during that year that the effect of the advertising began to manifest itself in the sales report.

Sales in 1922 were 96 per cent greater than 1921. In 1923 sales were two-and-one-half times those of 1921, and by the end of 1926 sales had increased to three-and-one-fifth times the 1921 volume. In other words, six years of steady advertising had developed the business three times as rapidly as twenty-eight years without advertising.

A careful study of the company's business since it started advertising in 1921 brings to light a number of interesting points for the careful consideration of advertising men and sales executives.

In the first place, the company adopted advertising as a policy because it believed that advertising persisted in year after year would ultimately expand its market far beyond the point that would otherwise be reached, and that such expansion would result in production and sales efficiencies of inestimable value.

The original policy was adhered to with the exception of a few months in 1926. The company believes in concentrating its advertising efforts and has demonstrated the soundness of doing an adequate job of advertising in one or two publications before branching out to a large general list.

Two new markets for Stone's straws have been developed as a result of the company's advertising. One is the school milk market through which well over a million straws a day are consumed; another is the home market which is expanding steadily year after year.

Developing Home Demand

Each year since the Stone Straw Company has been advertising to the consumer it has received a steadily increasing volume of entirely unsolicited letters from mothers, teachers, doctors, the world over, to the effect that sickly, anaemic children who could not be forced to drink milk in the ordinary way actually look forward with anticipation to drinking it through a straw.

Physicians throughout the country are prescribing the use of Stone's straws to patients suffering from various forms of digestive ailments and for the use of children with finicky appetites. Many druggists are voluntarily delivering Stone's straws with prescriptions which contain medicine objectionable to the taste or injurious to the teeth.

It was not long after the Stone Straw Company began its national advertising that a noticeable demand was felt for straws to be used in the home. Their national advertising was carrying into the homes of America the message that "The Best Drink

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Suggests Plan to Eliminate Fakery In Advertising

“WHAT is the matter with advertising?”

asks the executive head of an organization comprising some ten active corporations. “I have just been going over our figures for the past ten years, and the value of our advertising dollar is shrinking at a rate that looks ominous. We are actually spending from two and a half to five times as much as we did only five years ago, and we appear to be getting results that are practically stationary. A certain normal shrinkage might be expected in the natural course of events, but if the thing goes on at this rate much longer we’ll be up against a stone wall. . . .”

The Stone Wall

The executive above quoted is by no means alone in his conviction that there is something the matter above and beyond the normal and natural operation of the law of diminishing return. Edward Hall gave voice to the same conclusions at a recent meeting of the Association of National Advertisers, and urged members to give serious attention to the problems raised by the shrinkage in value of the dollar invested in advertising.

There is today a definite trend among manufacturers of certain classes of “style goods” (notably hosiery and underwear) towards

Offers Suggestion For Setting Up An Audit Bureau to Rid Advertising of Fakers as A.B.C. Disposed of Circulation Liars

By ROY W. JOHNSON

Eastern Editor, Sales Management Magazine

Is Advertising Worth Preserving?

DESTROY the confidence of the public in advertising, and advertising itself will vanish like a snow-drift under the rays of a June sun. Yet the confidence of the public is being widely abused, and in many instances shamefully betrayed, by advertisers who pride themselves upon keeping within the letter of the law, justifying their false pretense on the ground of economic pressure, and the claim that the product is “worth the money.” Contempt for the intelligence of the public is more in evidence today than it ever was in the palmiest days of Marjorie Hamilton, the Oxydonor and the magnetic belt.

Every sales executive who is interested in preserving the keen edge of the weapon which advertising places in his hand should weigh with some care the facts and the conclusions presented in this article. No honest advertiser can afford to ignore the steadily increasing flood of falsehood, make-believe, and clever equivocation that is casting discredit upon all advertising, including his own. No advertiser, whatever his sense of moral obligation, should fail to heed the voices of indignant protest that are being raised—and that will be raised—against this exploitation of the public credulity.

If advertising is worth preserving—and it is—there is only one way to do it. The confidence of the public in advertising must be maintained, and to a certain extent it must be restored. Can this be accomplished while the public continues to be fed with lies and blandishments, and continues to be served with the dead-sea fruit of disappointment? We do not think so. What do YOU think?

the abandonment of general publicity advertising for consumer acceptance, and the adoption of the policy of reaching consumers by

direct mail through the local dealers. Westinghouse has just recently announced a new policy involving the concentration of its advertising in industrial publications and local newspapers.

The development in late years of the “direct mail counsellor” is partly, if not largely, due to the pressure upon advertisers to find some way around the stone wall above referred to. It is not a question of the abandonment of advertising—not yet. The effort is to find some new tactical or strategic combination of advertising forces that will cut down the steadily mounting cost of making an impression.

Dollar Shrinkage

There is nothing to be gained by shutting one’s eyes to the facts of the situation. Mr. Hall’s remarks, as I happen to know, were rather industriously “shushed” by those engaged in promoting what are known as the “best interests of advertising,” and it is not considered good form to refer to them. But there is little doubt of the essential truth of his assertion that a double spread is required in these days to make the impression that a page would make a few years ago, and that

color is necessary today where black-and-white was formerly sufficient to warrant attention. Nor is this particularly applicable

to any single medium or group of mediums. It applies pretty generally to every medium that reaches the ultimate consumer, newspapers, magazines, farm papers, outdoor advertising, direct-mail, and so following. There is no occasion for any special interest to adopt a "holier than thou" attitude in this connection. It is the shrinkage of the advertising dollar that concerns us; not that of the dollar that is invested in any special or particular direction.

And this shrinkage is not due to any abnormal increase in rates for space, or in the cost of production. Space, by and large, probably costs less per thousand readers rather than more, and production costs have not increased out of proportion to the general increase in commodity prices. The cold fact is, whether we enjoy it or not, that the public responsiveness to advertising is seriously diminishing, and it is becoming progressively and rapidly more difficult to gain attention and to win confidence.

Is the Public Getting Deaf?

IT is time, I think, for the business community to face this situation squarely and discuss it frankly and soberly, in place of shoving it off into some obscure corner with the family skeleton, or fabricating some delightfully tenuous alibi. If the public's consciousness of advertising is approaching that of a man working in a boiler-shop who becomes oblivious of the din that surrounds him, there is nothing to be gained by shoving one's head into the desert sand and waving a set of plummy tail feathers in glorification of advertising in the abstract.

If the present trend continues to the point where advertising ceases to pay, what then? It is traveling in that direction rather more rapidly than is altogether comfortable. The keen-edged tool that has been of such inestimable value to the sales executive is growing dull. Would it not be as well to take stock of the situation far enough in advance to apply a possible remedy, even

though it may be necessary to offend somebody's delicate sensibilities in the process?

It is the common practice among advertising men to lay the blame for the situation upon competition, when it becomes necessary to discuss it with clients or prospects. The advertiser in these days, they say, must not only compete with an increased volume of advertising itself, but also and in particular with the automobile, the radio, the motion picture, and so on. If it costs more to make an impression today, that is only natural in view of the new interests that are absorbing so large a share of the public attention.

When Confidence Totters

THAT theory has the merit of plausibility and a considerable amount of truth), and it is also convenient, since the only obvious remedy is more and bigger advertisements. That is, however, a remedy that must ultimately result in intensifying the disease that it is intended to cure, by increasing the volume of competition. More and bigger advertisements can scarcely be regarded as a panacea, even if we assume that the competition theory is entirely adequate as an explanation.

The competition theory undoubtedly will account for a certain falling off in the attention that the public gives to advertising, but it does not reach or touch the far more important element in the situation, which is the marked decrease in the public's confidence in advertising. That is the real meat in the cocoanut. The advertiser in these days must not only win the attention of the consumer in competition with other appeals, but he must in addition overcome the doubts and fears and prejudices that have been planted in the consumer's mind with respect to advertising in general by the fifty-seven or more varieties of false pretense.

Fraudulent advertising is generally represented as having passed into limbo immediately following the adoption of the "Truth in Advertising" shield by the Associated Advertising Clubs of the

World. Actually, I think that the volume of false and fraudulent appeals that are reaching the public today is many times as great as it ever was in the palmiest days of the patent medicine era. The confidence of the public in advertising is being assailed and abused at a rate that was never even approached, much less achieved, twenty years ago.

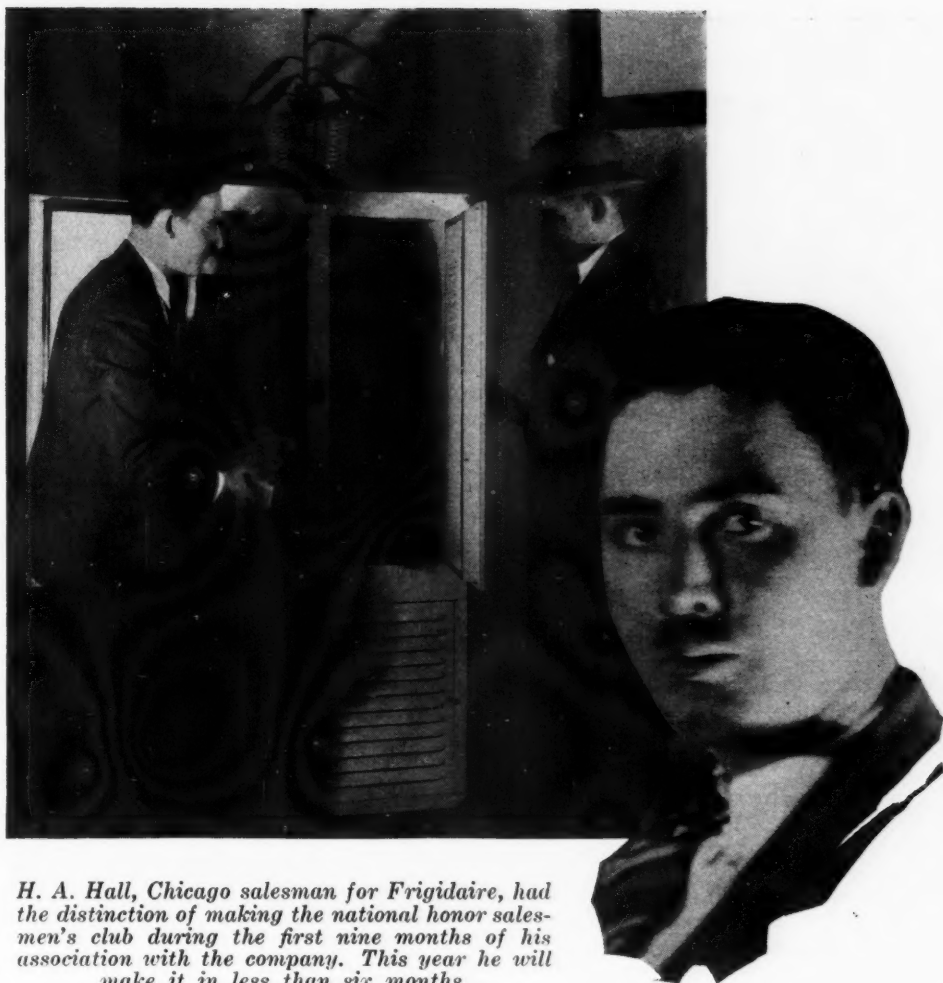
Highly rated concerns, that are proud of their reputation for dignity and integrity, are doing this. Millions of dollars are being spent to testify to the manufacturer's faith in the gullibility of the public, and to proclaim his supreme contempt for its intelligence. Promises are affirmed that if taken at face value can lead only to bitter disappointment, claims are made that cannot possibly be carried into effect, representations are set forth that are incredible to a decent intelligence upon their face.

The Sucker Baiters Multiply

ADVERTISING, in an increasing degree, is becoming a process for baiting, bamboozling and pulling the wool over the eyes of a public whose patience is assumed to be as inexhaustible as its stupidity. In the old days the sucker baiters were very definitely in a minority, but nowadays they are threatening to become the most prominent features of the advertising landscape. Not only are they more numerous; they are much more respectable, and infinitely more subtle. To an ever increasing degree they are using their own prestige to break down and destroy the credibility of advertising generally, and the confidence of the public in its dependability.

For examples of this you need only turn to the pages of any popular magazine, the columns of any newspaper, or the morning mail on your desk at home or in the office. Take off your rose-tinted spectacles, if you can, and examine the stuff from the standpoint of the wayfaring man who, though in some respects a fool, is never quite a congenital idiot. Here, for example, is the

(Continued on page 722)



H. A. Hall, Chicago salesman for Frigidaire, had the distinction of making the national honor salesmen's club during the first nine months of his association with the company. This year he will make it in less than six months.

The Prospect Who Says "I'm Not Ready To Buy"

—and Other Salesmanship Problems as Solved by a Salesman Who Hung Up a Record in Chicago During His First Year Selling Frigidaires

By A. R. HAHN

IF THERE are in this "audience" any sales executives who, in the face of tightening competition, have come to the point where they are frankly asking themselves whether or not they should sacrifice something in the quality of their product so that they may under-quote their more serious competitors, I offer, by way of encouragement for sticking to the ranks of quality, this story of the achievement of a single salesman. A salesman, moreover, who sells not only a high-priced product, but the one which represents America's infant industry; iceless refrigeration.

Just a year ago last month, H. A. Hall joined the sales force of

the Stover Company, Chicago distributors for Frigidaire systems. Before he became a salesman for Frigidaire, Mr. Hall had, as he himself puts it, "scarcely ever seen the inside of an ice box." And yet, in this line, where it takes the average salesman six months to a year and a half even to get a good start, Mr. Hall succeeded in making the Frigidaire honor salesmen's club within the nine months he worked last year.

And this business is strictly residence and small apartment house business; he works in the Beverly Hills suburban district on Chicago's far South Side.

When I asked him how he did it, he said, "Well, I try to make every sale right when I make it." And that principle has, undoubtedly, been one of the big factors in his success. Mr. Hall rang door bells for the first three months of his work in his territory; since that time he has never had to resort to cold canvass, for he has had all the leads he could possibly work on furnished to him by satisfied customers he has sold.

One of the outstanding features



"There are three reasons for Hall's success in selling," says an executive of the company. "Knowledge of his product, a large amount of natural enthusiasm, and plenty of hard work—and the greatest of these is hard work."

of Mr. Hall's work in selling is this: he feels no sense of apology for the fact that he is selling something which is priced in units ranging from \$250 to \$700, or that his particular product is higher priced than the product of many of his competitors. Neither has he anything of the apologetic attitude toward selling as a business. He looks upon his work as a service and sells it as a service. He takes it for granted that every home owner is interested in refrigeration, and he often commands attention solely as a reflection of this attitude.

He Wanted a Discount

One of the best examples of Mr. Hall's method of working is illustrated in a sale he made to the manager of operations of a very large Chicago company who was building a new home. It happened that this was one of the few times Mr. Hall called on a buyer without knowing his business connection to begin with.

"On my first call," he said, "I saw that he was the skeptical type of buyer. I told him my complete story and employed a variety of tactics to get him warmed up to the closing point. But he balked at the price when

I told him we gave no discounts. He felt as though he were entitled to a discount, and he kept reminding me that a machine sold by one of our competitors was priced \$35 cheaper.

The Wary Buyer

"I made half a dozen calls without succeeding in selling him. Then one day I received a telephone call from the office of this big company—I still didn't know my prospect had any connection with this particular concern since there had been no reason, in our talks at his home, to inquire, and he was not the type of individual to vouchsafe the information. The purchasing agent told me briefly that they were thinking of installing electric refrigeration in the company cafeteria, and he wanted some information on the subject. I gave it to him. "He seemed favorably impressed and after I had figured the price of the equipment, which was in the neighborhood of \$1,100, he said, as though it were already an established fact: 'I suppose we get a discount?' I told him, as tactfully as I could, that we didn't give discounts to anybody. This didn't make such a favorable impression and after debating the

point back and forth for a while he asked me to have my sales manager verify my stand. Using his telephone, I called my sales manager, who only confirmed my story. The purchasing agent concluded my call with the half-jocular remark, 'Guess you don't need our business'—but as I stepped through his door I ran into an old friend of mine and a minute's conversation developed the fact that he was the personal secretary of my tough prospect, who had put his purchasing agent up to telephoning me about the cafeteria job, just to see if my stories hung together!

Nailing a Tough One

"'Don't you know,' my friend said to me, 'that you are dealing with one of the most careful buyers in this section of the city? He's known far and wide as an extremely difficult person to sell anything to, much less a five hundred dollar refrigerator!'

"Shortly after this, the manager of operations and his wife came into my display room and in his fussy, sober way he said he'd decided to do something about this refrigeration business.

"'I'm glad,' I said, 'that you've decided on Frigidaire.'

"'Oh, but I haven't!' he hastened to assure me. And in his hand he prominently displayed a piece of sales literature from one of our competitors. 'Do I get a discount or don't I?', he demanded, coming back to the old question. 'Your machine costs \$35 more than Blank's machine, you know.'

"I thought it time to call his bluff. 'Mr. ————,' I said frankly, 'I have told you the whole story of Frigidaire, and if I haven't already shown you why my machine is worth \$35 more than my competitor's, I can't do it now.'

"He bought the Frigidaire. And later I saw in his office one whole section of a filing cabinet filled with iceless refrigeration literature. He had investigated practically every type and make of refrigerator on the market!

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The Plan Behind the Big Increase In Endicott Johnson Sales

FOR FORTY years the institution known as Endicott Johnson has been making and selling shoes—"better shoes for less money." Their product annually represented 10 per cent of all the shoes made in America, and was distributed through thousands of independent dealers retailing medium and low-price shoes. Very few of the larger retail outlets carried the line. Last December the company stopped selling merely shoes, and began to sell the "Endicott Johnson Proposition."

Numerous department stores and some of the country's largest retail shoe dealers have since taken on the Endicott Johnson line and are selling it under the brand right across the boards. All of them are definitely committed to a local advertising tie-in with a national campaign, to liberal window displays and to other co-operative merchandising efforts.

Sales Show Big Increase

Although business generally and the shoe business in particular appear little better than a years ago, Endicott Johnson sales for the first two months of the year registered a 10 per cent advance over the figures for the same period last year. They are presently turning out more shoes than ever before in their history, including the war years, and with a capacity in excess of 130,000 pairs a day, they were over-sold on their Easter numbers.

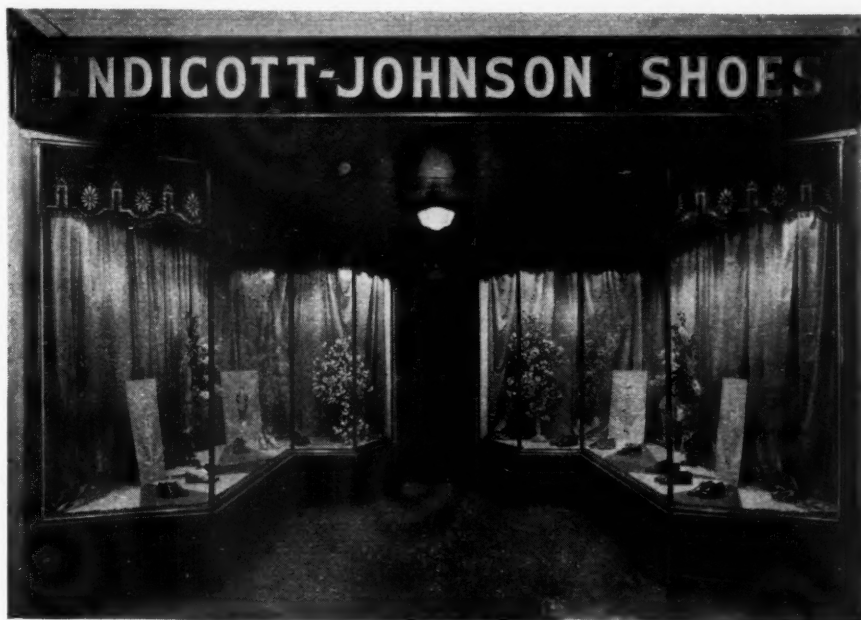
Among the important business houses which have already been sold on the proposition are Gimbel Brothers in New York, Philadelphia and Milwaukee; Kaufman, Baer Company, Pittsburgh; Bloomingdale Brothers, New York; Boston Shoe Store and Cutler Shoe Company, Chicago; Houghton & Dutton Company, Boston; Julius Gutman &

The Story of a Sales Revival That Began When Endicott Johnson Offered a Proposition as Well as Shoes

By JOHN J. KELLY

Company, Baltimore; Emporium, San Francisco; May Company, Los Angeles; Olds, Wortman & King, Portland; Davidson Brothers; Sioux City; Pfeiffer Brothers, Little Rock, Arkansas; Famous-

Briefly, the proposition is a full line of nationally advertised "shoes for the entire family," guaranteed as to style, fit and wearing quality, carried on an "in stock and in style" basis in the company's warehouses at Endicott, New York, Jersey City, and St. Louis, Missouri, with shipment within twelve hours after receipt of order. Day-to-day shipments are made if desired.



The Endicott Johnson Easter sales drive was said to be the largest single merchandising effort in the history of the shoe industry. This window display, or a similar display, was shown in practically every city in the country during Easter week. Heavy advertising was used in national and newspaper media, and many dealers tied in with the advertising on their own accounts.

Barr, St. Louis; Schuessler's, Columbus and Macon, Georgia; Guarantee Shoe Company, Birmingham.

Numerous other houses of corresponding size and importance have been sold in other key cities throughout the country, and the list grows daily. In practically all cases, the full Endicott Johnson line is carried, and is featured prominently in the stores' local advertising, window displays and shoe departments.

What the company did was to step up the quality of its product from the standpoint of style, reorganize its manufacturing and distributing facilities to meet the altered buying habits of the public, and provide a program that enables dealers to keep their stocks down, their sizes filled, to concentrate on quick-moving numbers, and to be constantly in style and in stock for the shoe demands of the whole family. It is a program designed to obtain a

rapid turnover, which in the last analysis is the secret of profitable merchandising.

The other part of the proposition is the advertising. Full-page and double-truck advertisements appear regularly in the Saturday Evening Post, and large space is employed in the Sunday newspapers of numerous key cities, using rotogravure and color sections where available. This was the basis of the national advertising campaign, and it is one of the most important features of the proposition because substantial new dealers are sold with the express agreement that papers in their cities will be added to the schedule providing they tie in locally with their own advertising.

The Advertising Plan

Ample evidence is already available that the larger dealers and department stores which have taken on the proposition, are cooperating with the manufacturer in a whole-hearted way. As an instance, a full-page advertisement was scheduled for one of the February numbers of the Saturday Evening Post. The Thursday it appeared on the stands, Gimbel Brothers devoted almost a quarter of its page advertising in the Philadelphia papers to a spread on Endicott Johnson shoes. Prominently across the top ran the line, "Just out in today's Saturday Evening Post," and just below it was an illustration of the Post folded open to show the Endicott Johnson advertisement.

The magazine advertising contained illustrations of three pairs of shoes, giving stock numbers and brief descriptions. The Gimbel ad illustrated the same shoes, and quoted stock numbers and descriptions, exactly as appeared in the Post. The name "Endicott Johnson" was run in the same size and style of type as was used for the Gimbel house name. The shoes were described as follows:

"These famous shoes for men, boys and children, are one more feature that is attracting new notice to Gimbel's. And they are found at Gimbel's in the city's

fullest range of styles and sizes. Here are four smart models picked out of a group covering every style taste. And as to prices — Endicott Johnson shoes

The Man On the Cover

GEORGE F. JOHNSON, president, Endicott Johnson Corporation, whose picture adorns the front cover this month, is one of the leaders of the shoe industry, and one of the country's leaders in foresighted policies in employee relations.

He has been one of the pioneers in working out profit-sharing plans and bonuses for his workers, and has established many plans for helping employees to reach independence and to obtain financial security in old age. Perhaps few other employers are so universally popular with their employees as is Mr. Johnson. Every year his employees hold a "George F." day in his honor, with a parade, a show, and general gathering of all the employees as a testimonial to their trust in and loyalty to him.

In this article some of the sales policies he has recently inaugurated are described in detail. The Endicott Johnson organization employs more than 16,000 people and in spite of a rather general depression in the shoe business as a whole, sales of the company are increasing constantly and are running considerably ahead of the industry.

are the practical shoes of the nation." The advertisement was an unusually effective tie-in with a national campaign.

The experience to date of the Gimbel Philadelphia store has

led them to predict an annual business of \$100,000 with E-J shoes, and they have already secured the services of a former Endicott Johnson sales executive, who is naturally thoroughly familiar with the line, to devote his entire time to this part of their business. The Milwaukee store of Gimbel Brothers had never been able to sell boys' shoes above \$3.45, which sometimes failed to allow a profit. Since taking on the advertised line, sold under the brand, they have asked and obtained \$3.85.

To appreciate the full significance of the cooperation which these large department and retail shoe stores are giving the manufacturer, it must be understood that their policy generally has always been to carry parts of several un-branded lines and to emphasize their own store as sponsor for the shoes sold in it, rather than the manufacturer. Now Julius Gutman & Company of Baltimore write that "we have been advertising, as you can see from the enclosed clipping, and have had numerous calls from the ads. We are returning to you seventy-one pairs of men's low shoes without your name on them. We positively must have Endicott Johnson's name on every pair of your shoes."

The Company's Growth

Naturally, this new sales program of the Endicott Johnson Corporation and the success which it has met, didn't just happen, and was not evolved over night. From a small plant producing 3,000 pairs of shoes daily, the company, concentrating all its factories within a five-mile radius of Endicott, New York, grew gradually to its present stature on the fundamental basis of mass production — the employees now number 17,000. They are well paid; many of them own their own homes, erected by the company and sold at cost; they enjoy special social and economic advantages provided by the corporation, and they participate in the profits over and above a limited return on the capital investment.

(Continued on page 741)

Big Planters Fight Hawaiian Tourist Advertising

JAMES D. DOLE, President of the Hawaiian Pineapple Company and one of the outstanding national advertisers on the Islands, almost upset the advertising apple cart of the Hawaiian Tourist Bureau on March 29. He circulated a memorandum among members of the opposition party in the territorial senate opposing any increase in the budget for money to be spent by that bureau in advertising Hawaii on the mainland. This letter was put in circulation just as the finance committee reported out a bill recommending an increase in the bureau's advertising appropriation from \$100,000 to \$200,000, which would mean that Hawaii would have twice as much to spend for advertising this year as it had last year.

Much of the credit for the 100 per cent increase in tourist business which Hawaii has enjoyed during the past five years is given to the advertising done by the bureau on the mainland. Conservative estimates put the total value of these "invisible" exports at \$5,000,000 a year. It has been ascertained that the average tourist leaves \$200 on the island, outside of what he pays for transportation, and this average will go up by the building of better hotels.

Tourist business has already become the islands' third industry, surpassed only by the sugar and pineapple industries. Far-seeing business men on the islands are very anxious to increase this tourist business, and Governor Farrington has led the fight for a policy which would plow back a portion of the receipts

Increased Appropriation, However, to Go Through in Spite of Their Opposition—Legislature Votes Half After Battle on Floor



Some of the scenery the Hawaii Tourist Bureau proposes to spend \$200,000 this year to advertise. Tourist business now ranks as Hawaii's third industry.

from tourist business into advertising of a sort that will further increase the travel.

But the big planters, forgetful of what the government has spent to make possible their success, strenuously object to any program that will divert taxes to building up a business which they feel is of "doubtful" value to them. And through James D. Dole, whose progressiveness and business acumen carry great weight in the islands, they have opened an aggressive campaign against any increase in the appropriation to advertise Hawaii. Dole, in a letter circulated among

the legislators and in the press, contends that such advertising should be borne by the steamship and hotel companies and other direct beneficiaries of the tourist business because they are in a position to pass the expense on to the tourist in the form of increased fares and higher hotel rates. He argued against the idea of raising advertising appropriations through general taxation, and said it was not fair for the government, in order to advertise Hawaii, to increase the price of a ton of sugar.

Mr. Dole's opposition, while stirring up considerable discussion and creating something of a furore among the legislators—particularly his point that the tourists should pay for the advertising—failed to kill the measure on the floor and it was decided that the work of the Hawaii Tourist Bureau should be continued with the help of the government. Up to the time of going to press, however, it was undecided whether the appropriation

should be \$125,000, as recommended by the governor, or \$200,000, as recommended by the finance committee. That it will be materially increased over last year's appropriation is certain. The initial appropriation made by the legislature in 1902 was \$1,500.

There are many commercial businesses, to say nothing of communities, on the mainland of the United States, headed up by what we like to call "enterprising Americans" who still lack the courage or the initiative to do what these Hawaiians did twenty-two years ago.

(Continued on page 756)

Contributing to This Article:

M. S. EYLAR
Vice President, General Office Equipment Corp.

R. M. WINGER
Asst. Sales Director, American Multigraph
Sales Company

R. M. FARMER
Asst. Sales Manager, Monroe Calculating
Machine Company

KARL B. SHINKMAN
Vice President, York Band Instrument Co.

A. W. VANDERHOOF
Sales Manager, Standard Mailing Machines Co.

GEORGE A. VOSE
Treasurer, Vose & Sons Piano Company



A SURVEY OF CURRENT PRACTICES COVERING

The Trade-In Problem

IN AN investigation conducted among two hundred and fifty firms by SALES MANAGEMENT magazine covering trade-in policies, the first definite trend noticeable in the handling of this

problem by leading companies in various lines, is that toward standardized scales of allowance for trade-in equipment. The policy of allowing the salesman to make whatever adjustment he sees fit has, in the cases of the majority of concerns reporting, proved unsatisfactory.

There probably isn't any concern that has found a thoroughly satisfactory solution to the trade-in problem; at least, there isn't any evidence to that effect. But there is evidence that the framing of a definite set of policies to apply on all trade-in deals, and then the faithful adherence to them, will go a long way toward eliminating the grief which still seems to be accepted by many as the inevitable accompaniment to the

A Summary of the Main Points of Policies Now in Use by Two Hundred and Fifty Leading Concerns

By **BRUCE CROWELL**

conduct of a specialty business where trade-ins are a selling factor.

There is noticeable, however, among aggressive and up-to-date sales organizations, more and more reluctance to regard trade-ins as an inevitable source of drain on profits. A more constructive attitude seems to have succeeded the old shut-our-teeth-and-bear-it policy. A few concerns have awakened to the efficacy of foregoing that share of the trade-in business which is procurable only through excessive allowances, just as they forego, for instance, pushing for straight business in markets where the selling costs eat up all the profits. Running hand in hand with this regard for profits is a tendency to

look upon the demand for an excessive trade-in credit more or less as a selling objection, and to help salesmen work out plans for meeting it just as they meet other objections.

Karl B. Shinkman, vice president of the York Band Instrument Company, summarizes this attitude in saying, "We approach the sale in which a trade-in is involved with the firmly embedded idea that sales are made to show profits—and that if any unprofitable sales are going to be made, we would prefer to have the other fellow make them."

R. M. Farmer, assistant sales manager, the Monroe Calculating Machine Company, emphasizes the folly of a weak trade-in policy when he points out, "As soon as an organization supports a policy of trading in anything at any price simply to get their product in, there is only one end to that sort of business." It is policies based on this



"But your competitor offers me an allowance of \$30 on my old machine instead of \$15, as you offer," says the wary buyer. Several companies tell in this article how they seek to avoid letting the trade-in feature of the deal control a sale.

conception of the trade-in which, according to the majority of the best reports from companies in many fields, seem to have been most successful, not in eliminating the problem, but at least in establishing a satisfactory measure of control over trade-in operations.

Another important point which is brought out with a considerable degree of emphasis by a number of leading sales executives is that trade-in objections diminish in importance in almost a direct ratio to the thoroughness with which the salesman sells the advantages of the new equipment. "It has always been our policy to sell the new equipment rather than to allow the valuation of the



The majority of concerns reporting in this article declare a standard schedule of trade-in allowances helps to cut down the number of no-profit sales where a salesman is tempted to make an excessive allowance.

used material to control the deal," says R. M. Winger, assistant sales director of the American Multigraph Sales Company. "By doing this, an excess allowance offered by somebody else for equipment that will not produce the results that our equipment does, does not look attractive to the

Contributing to This Article:

F. M. REEDER

Gen. Sales Manager, The Postage Meter Company

WILSON A. SMITH

Vice President, Cribben & Sexton Company

F. A. BUESCHER

Gen. Mgr., F. A. Buescher Band Instrument Company

GEORGE W. STIEFF

President, Chas. M. Stieff

D. J. FITZGERALD

Vice President, Free Sewing Machine Company

E. A. PETERSON

Victor Adding Machine Company

prospective buyer."

The American Multigraph plan for handling trade-ins includes a ruling that no allowances are made for the products of other manufacturers toward the purchase of new Multigraph equipment. "It is true," Mr. Winger says, "that other manufacturers do trade our stuff occasionally — sometimes at very high prices, but that has not in any way affected our policy.

"We have a sliding scale of allowances which is determined by the age of the machine. Excess allowances cannot be made by the field without first securing permission from

the home office, and in no case do these excess allowances greatly exceed the regular allowance. Naturally an excess is not granted unless there is some very good reason for it.

"We maintain a Rebuilt Division in Chicago and through it are able to handle almost any sort of a deal for our product. We use it as a clearing house for equipment that is on the market for sale. That, of course, is different from material that is to be traded in for new equipment. Frequently,

we find it is possible to get an option on equipment that is for sale and in that way, we dispose of it before we actually buy it.

"We do not have a sliding scale for the quantity of material traded in or the number of units in any given deal. The only variation in the allowance is controlled by the age of the equipment that is traded in."

This set of policies is reported to operate with considerable satisfaction.

In connection with placing the emphasis in a trade-in deal, on the new equipment rather than to allow the trade-in figure to control the sale, M. S. Eylar, vice president of the General Office Equipment Corporation, brings out some interesting points.

One Trade-in Plan

"WE feel," he says, "that our machines are good enough to sell at the prices we place on them, and that is what we are doing. Over-allowance or excessive allowance for old machines is simply another name for discount, and discount is a word which is not in our vocabulary.

"There is no question but what there are a number of concerns in the office appliance business which allow over-allowances and discounts to become a plague to them, and it is a very easy matter for any concern to allow these two items to eat up what otherwise would be a profit.

"Our machines are sold upon the theory, and the theory actually works out in practice, that the machines pay for themselves out of the payroll savings at least once a year, and we can see no reason for making excessive allowance on a machine which has paid for itself several times over. We have a regular schedule of allowance, to which we adhere. This schedule is based upon market value or "junk" value, as the age of the machine may indicate, and is not high, but is adhered to strictly. We make no greater allowance per machine whether one or a hundred are turned in. The allowance is regulated by the age of the machine, which is indicated by the shop number."

While every line of business has its own peculiar trade-in problems, still a survey of the experience of a representative group of the companies reporting in this investigation, holds some valuable suggestions for almost any manufacturer, regardless of what it is he may be selling. For that reason we are touching here upon one angle and then another, on the theory and practice of trade-ins, and citing the experiences of various SALES MANAGEMENT readers to bring out important points.

One of the many disadvantages to the plan of allowing salesmen to determine upon the amount that shall be allowed on a trade-in, is brought out in the experience of the Postage Meter Company. Formerly this company pursued a policy of allowing agents to make trade-in allowances as they saw fit, up to a certain maximum figure set by the manufacturer. The agent received commission on the net amount received, and if he found it necessary to go over the company's maximum in order to obtain the business, it was necessary to take each separate case up with headquarters and to obtain approval for making a special concession. In these cases the company usually assumed one-half of the excess and the other half was taken from the agent's commission.

Postage Meter's Policy

F. M. REEDER, sales manager, says of this plan, "Under this system we found our agents, in nearly every case, allowed the prospect our maximum trade-in allowance regardless of the type or condition of the traded-in equipment, and for this reason we decided that a change must be made in our method of handling these deals."

So this concern has worked out a new plan based on a schedule of the exact allowance the company will assume. The agent is paid commission on the full list price of the machine and the company assumes the trade-in. Any excess which the agent allows over the company's set amount is deducted from his commission. "We believe," Mr. Reeder says,

"this new plan is going to work out much more satisfactorily than the old method, inasmuch as it will be to the agent's advantage to keep within the company's allowance, and anything over that will be his direct loss."

The Standard Mailing Machines Company is one concern which requires traded-in machines to be shipped in to the factory to prevent their salesmen from spending time re-conditioning and re-selling them. Before this policy was put into effect, the agents determined allowances and resold the second hand machines themselves.

Shall Salesmen Sell Trade-ins?

"THE disadvantage of this plan," A. W. Vanderhoof, sales manager of the firm, points out, "was that the salesman was spending his time in service work that could be more profitably spent in actual sales work, and also that each sale of a trade-in machine prevented the sale of a new machine, which in most cases could just as easily have been effected had the salesman put a little more effort into his sales work. It has been our experience that a salesman is likely to take the lines of least resistance, and when confronted by close competition or by a difficult price question raised by the prospect, he is inclined to offer a rebuilt trade-in machine at a reduced price instead of maintaining the advantages and added efficiency of a new machine and eventually selling it to the prospect.

"By requiring the return of all trade-in machines, we have removed this temptation from our salesmen, and although the plan was at first objected to by some of our men, it is now approved by all our salesmen, for it has been proved to them that they are selling more machines and making larger commissions since this trade-in policy went into effect."

This company furnishes each salesman with a trade-in schedule which must be adhered to. If the old machine is worthless, the salesman is not to trade it in; if it has some value, the buyer is

(Continued on page 770)

Johns-Manville to Invade Oakland and San Francisco Territory

CALIFORNIA has been tagged as a poor market for wood substitutes. But Celotex has smashed this old superstition with a well-planned and daring campaign in local newspapers backed up by good sales work. Johns-Manville, encouraged by the Celotex success, are now marshaling their forces for a drive on asbestos shingles. Newspaper advertising will be used to localize the sales appeal and every precaution is being taken closely to follow through on the campaign. This step marks a new departure for this energetic advertiser who up to this time has depended entirely on general advertising to carry the load west of the Cascades.

Oakland Developing Rapidly

IT is significant that Johns-Manville plan to capture the California market by using the newspapers in Oakland as well as in San Francisco. To the average Eastern advertiser this may seem rather strange because the East Bay cities are popularly regarded as suburbs of San Francisco. It is true that a great many people who work in San Francisco live in Oakland, but Oakland, Berkeley and the other communities across the bay have an identity all their own with a trading population of approximately half a million. It is a district of homes and home lovers, and no doubt the Johns-Manville advertising department feels that it offers them an especially responsive market. We are informed on good authority that the asbestos shingle schedule calls for large space in a morning and evening paper in San Francisco and an evening paper in Oakland. There is also a rumor abroad here that one of the large San Francisco papers is going to build a plant in Oakland. In any event the development of

Del Monte Fruits Draw In Sales Horns and Curtail Advertising—Oil Companies in Fierce Price War—Celotex Plan to Follow Up Recent Success

Oakland from a sales and advertising standpoint is most interesting and should be closely watched by all sales managers who are contemplating activities here. A large public warehouse has just been completed there by the Lawrence interests greatly simplifying the problem of filling short orders and carrying stocks.

Indicative of the increasing importance of San Francisco as a financial center, Rudolph Guenther-Russell Law, Inc., a well-known financial advertising agency, operating in New York and Chicago, has made an association with Emil Brisacher & Staff, one of the important local advertising agencies. This affiliation was announced April 7. This is the second San Francisco agency to affiliate in the manner with an Eastern house.

Advertising agencies here generally are not any too optimistic regarding the immediate outlook.

Over-Production Difficulties

LOCAL agencies serving Northwestern lumber accounts have received orders to slow down due to a curtailment of orders for lumber and uncertainty regarding the immediate future. An effort is to be made to limit production but there is some doubt as to how successfully this can be done. The prune market is in bad shape and Santa Clara Valley growers are none too well sold on advertising at this moment. They had expected advertising in some miraculous way to cure all their troubles and solve all their marketing problems. But over-production has reared its ugly head in the beautiful Santa Clara

Valley, and the prune growers find themselves with a nasty market condition to meet.

Somewhat the same situation confronts the California Packing Corporation, packers of Del

Monte products. Stop orders went out April 5 to a long list of advertising mediums carrying Del Monte schedules. While Del Monte are going to keep up their sales and advertising effort the carry over pack has proved unnerving for the moment. It is hoped in advertising circles that some sales plan can be developed to handle this situation, because the prospects are that there will be another bumper crop and pack this year adding fuel to the flames.

Oil Companies Wage Warfare

TO cap the climax the oil companies are flying at each others' throats and doing their best to put the industry on the rocks so far as San Francisco is concerned. A bitter sales war is being waged. This means lower earnings for the oil companies and a possible setting aside of legitimate sales tools, including advertising, while they are busy with their knives.

But these are "unusual" conditions, like the weather which California has been having this winter. They are little blemishes on what otherwise is a very satisfactory sales outlook, and sales managers in widely varied lines of business are generally pleased with the local business they are getting. Pacific coast headquarters for Edison Electric Appliance Company report booming business on Hotpoint electric stoves. This is a specialty which will bear watching in the Central Pacific territory.

As an illustration of how electrical stoves are going, this company sold 2,043 electric ranges in Seattle as a result of a sales

contest put on by the Puget Sound Power & Light Company. More than 600 employees of the company participated in the contest. They received a commission of 5 per cent on the cash price if they made a sale, or 2½ per cent if they turned in the lead. The company's regular commission salesmen were paid 10 per cent on business of their own which they closed, and 2½ per cent on sales to leads turned in by other employees.

Another interesting sidelight on what is going on out here in a sales way is the fight between the natural ice people and the electrical refrigeration dealers. The electrical ice machine companies are driving hard for business, using every possible kind of a sales accessory to get it. They have succeeded in throwing a real scare into the ice companies who are fighting back with outdoor and street car advertising. These ads show a large block of ice, over which is lettered: "A Block of Ice Never Gets Out of Order." Lux toilet soap, Lever Brothers' new baby, is also being pushed with sampling and advertising.

Sunshine Pays!

YOU cannot get into a street car without being literally hit in the face with a cake of Lux soap. You see it on boards and in cars in the East Bay cities as well as in San Francisco. Del Monte is also using liberal street car advertising for various products, some cars carrying as many as three cards. Incidentally the street cars in San Francisco seem to be handling more than the usual quota of passengers—at any rate published receipts for last year were \$6,431,803.98 in excess of disbursements. Sunshine pays!

A check-up among local sales agencies of Eastern concerns who are backing their local sales work with advertising indicates that they are experiencing better results from their advertising this year than for some time past. Van Heusen, who is scurrying for sales on the new Van Wynn col-lars, is very well gratified with the response from the local trade, according to the resident sales

manager. Some lay this improvement in advertising response to the increased travel to California this year and to the Florida slump. A more logical reason is the fact that San Francisco papers carry a comparatively small volume of department store advertising with the result that national copy has better attention value. Some of the San Francisco newspapers carry more than 50 per cent national business—one carries as much as 70 per cent. In the East the reverse is true. You will find in most Eastern cities that 20 to 30 per cent national business is considered high. But even so, Pacific coast papers do not carry anything like the foreign advertising they are entitled to carry by virtue of the merchandising situation here. Very few sales managers understand this situation.

Warehouse Business Good

ASK a hundred sales managers what cities to concentrate in to force complete California distribution and most of them will say: San Diego, Los Angeles and San Francisco. Yet Oakland, with the East Bay cities, is really the third largest city in California. One newspaper in Pasadena carried more lines of national advertising last year than the dominant Oakland paper. Truly the conception that sales managers have about the California market is very hazy.

A form of sales promotion which has been highly developed in San Francisco is the window display. One new display is especially interesting. The old line pen manufacturers for years have pooh-poohed color as a sales factor in selling pens. But the new pastel color campaign of Sheaffer's has proved to be the straw that broke the camel's back. Waterman has devoted a whole window to a display of black and gold pens "that go well with any shade of the spectrum." The background is composed of a colorful spectrum, and each individual display rack has a smaller spectrum arranged behind it. Let Sheaffer laugh that off!

Warehouse men report good business and numerous inquiries

from concerns who are planning on warehousing stocks here. Two important national concerns have closed down their San Francisco branch offices and now carry their stocks in public warehouses. There seems to be a general drift in that direction, especially as most warehouse companies are now organized to provide salesmen with desk space, make deliveries and even do the collecting if necessary. This interest in warehousing in San Francisco and Oakland is indicative of increasing sales interest in the territory and those in touch with the situation look for continuing brisk business far into the future.

BRAGDON ANNOUNCES CONTEST JURY

PRESIDENT Bragdon of The Associated Business Papers, Incorporated, announces the following jury for the awarding of \$1,000 in prizes and a trophy, for excellence in editorial work in the 124 business publications constituting membership in the association: Dr. Julius Klein, director, Department of Commerce, Washington; James W. Brown, publisher, Editor and Publisher; David Beecroft, vice president, Chilton Class Journal Company; W. A. Wolff, president, National Industrial Advertisers' Association, and William M. Robinson, chairman Business Paper Committee, American Association of Advertising Agencies.

The prizes to be awarded are \$500 to the writer on an A. B. P. publication, for the best article of an editorial nature, and \$500 to a regular editorial staff member of an A. B. P. publication, for the best article or series of articles or news report. A trophy award will be given to the A. B. P. publication contributing the most definite and outstanding service to the field with which the publication is connected.

All material to be eligible for prizes must be received by The Associated Business Papers, Incorporated, on or before Sept. 1, the closing date. It is expected the decision of the judges will be announced at the Fall meeting of the association.

NEWSPAPERS FILM CORPORATION
217 WEST ILLINOIS STREET
CHICAGO, ILL.
EDUCATIONAL COMMERCIAL
JAM HANDY PICTURE SERVICE
Projector Slides

To Any Dealer, or
Branch Office
anywhere.

Seen Just Your Way
Every Point Made Clear in a
Tiny Can Sent by Mail

Bring the
Dealer Viewpoint
to the Factory

Bring the
Factory Viewpoint
to the Dealer

In Every Dealer's Store
Field cooperation in every region

Lighted pictures of the right kind will help all dealers and salesmen to get your viewpoint. Expert service will put the right picture into the head of every man who handles your product. The new plan we offer is strikingly inexpensive.

Sales Managers' Service trains salesmen regularly at every dealer's store alike, according to a pattern approved by the central office. It is easy for any representative or dealer to conduct successful meetings, making all the points clear and telling the story in a way that gets understanding.

This method is an entirely new and original means of sending information and instruction to the field in picture form. Sales Managers' Service can reach 100% of the sales force, with rousing sales promotion talks pictured to fix your points in the minds of every group.

We are organized to give whole-hearted assistance to progressive companies that wish to train the retail salesman by a simple, easy method that saves expense. Ten years' experience in preparing picture material for training purposes has highly developed the skill of this organization in producing lighted pictures of high quality and exceptional effectiveness.

Every picture we have ever produced has helped accomplish the buyer's purpose. Over 150,000 meetings have been held successfully with our Sales Managers' Service and our field cooperation throughout the United States.

Jam Handy Picture Service

Newspapers' Film Corporation

217 West Illinois Street, Chicago

NEW YORK, 51 EAST 42nd STREET — DAYTON, 887 REIBOLD BLDG. — LOS ANGELES, 1956 SOUTH VERMONT AVE.
REGIONAL SALES AND SERVICE REPRESENTATIVES AT PRINCIPAL POINTS THROUGHOUT THE U. S.
STILL AND MOTION PICTURES — PROJECTORS — ANIMATED DRAWINGS — SCREENS — SLIDEFILMS

"...SELL IT IN THE ALL-DAY HOME NEWSPAPER"

1,120,022

The largest circulation in the history of the Sunday New York American Gain of 56,681

And note how these figures break down.

The net paid circulation of the Sunday New York American for the six months ending March 31, 1927 was 1,120,022—the largest in its history—a gain of 56,681 over the preceding six months.

Concentrated where buying power is concentrated. 98 per cent of this great audience lives in the 4 states—New York, Connecticut, New Jersey and Pennsylvania—closest to New York City—not scattered all over the United States. The largest circulation of any standard newspaper in a similar area in this country.

In Metropolitan New York its circulation was 772,898—the largest Metropolitan circulation in its history—over 41 per cent of the total circulation of all four standard Sunday newspapers. The greatest Metropolitan circulation of any standard newspaper in America—morning, evening or Sunday.

Evidence of buying quality

In Westchester, Suffolk and Nassau*, the three wealthiest buying counties in America, it reaches as many homes as the next two standard Sunday newspapers added together. Proof—localized evidence—of the quality of its readers. The

Sunday New York American reaches as many families in all income groups as any million circulation—more, proportionately, in the higher income groups than smaller circulations. And now for the richest portion of America's richest market.

The Golden Suburbs

In 50-mile suburban territory alone, the Sunday New York American possesses a circulation of 283,803—more than all three other standard Sunday newspapers combined—more than all New York standard week-day morning newspapers combined—more than all New York standard evening newspapers combined.

Concentrated coverage. Unrivalled. Growing greater every day. During the past four years the Sunday New York American has gained over three times more circulation in 50-mile suburban territory than all three other standard Sunday newspapers added together. Its trend parallels the swift growth of population in The Golden Suburbs.

Everywhere in and around New York its concentrated circulation dominates.

And these great numbers are at your command on Sunday. When newspapers

actually get into homes. When families have more leisure to read—and read more advertising. When more of the family are at home. When most families read one newspaper all day—morning, noon and night. And when most families discuss and decide what needs and luxuries they will buy.

Whether you are a New York retailer desiring important customers or a national advertiser whose goods must move in that great daily stream from local groceries and drug stores into homes, here is coverage—unquestionable domination throughout the entire length and breadth of the richest market.

In one newspaper, at one expense, on the one best day, and without duplication.

No matter what New York newspapers you may select, your list is bound to be weak in the richest market—and especially in The Golden Suburbs—without the Sunday New York American. Write us to send you the circulation figures of all New York newspapers in these important districts.

To reach your market—to sell your product—Sunday is the day, the home is the place, and the Sunday New York American is the newspaper.

Sunday New York American

"The Backbone of New York Advertising"

SUNDAY 1,120,022

*In Westchester, Suffolk and Nassau, the three richest suburban counties in America, the Sunday New York American reaches more than 50 per cent of the native white families.

In these counties there are 66,774 income taxpayers, 115 golf courses,

156,278 owners of passenger cars.

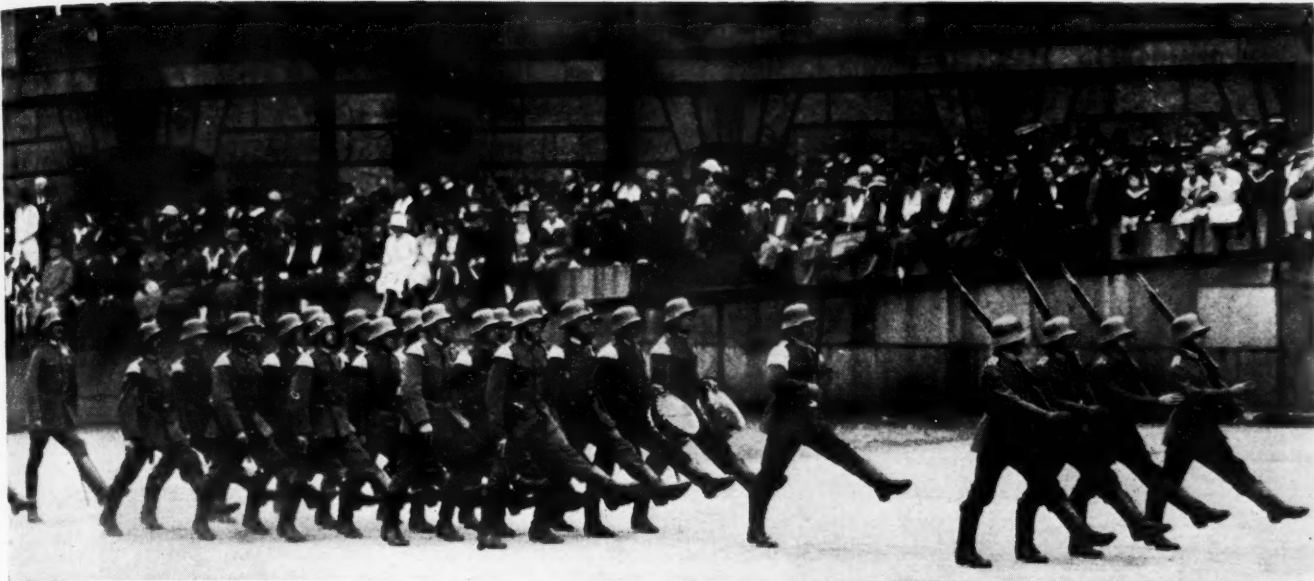
In the Sunday New York American you reach *actually* many more of these people than in any other New York newspaper—morning, evening or Sunday.

New York, 1834 Broadway

Boston, 5 Winthrop Square

Chicago, 35 East Wacker Drive

San Francisco, Monadnock Bldg.



© Underwood and Underwood

There will be many sales managers who disagree with Mr. Clow's contention that the average sales manager burdens his men with so many reports and so much routine work that the salesmen of today are becoming mere "goose-steppers" who have lost the power to think. What is your opinion?

"We Don't Believe In Making Our Men Do the Goosestep"

SOME time ago I was talking to the sales manager of one of our large wholesale houses here in Chicago, in a line of business entirely different from ours. There was, however, a comparison in the fact that his sixty salesmen are about the equivalent of ours, and their volume is approximately the same. He related to me in detail the various schemes employed by his company tending toward getting the best results from their efforts, and for the purpose of this article I want to mention briefly what these schemes are.

They are given full instructions on the necessary procedure to follow under every conceivable set of circumstances which might arise in the securing of an order or in the treatment of a given account.

He explained their elaborate method of keeping in constant touch with every activity of each salesman through daily reports, route sheets and daily expense accounts. In fact, no salesmen

Initiative Being a Salesman's Most Valuable Asset We Don't Kill It By Charting and Planning Every Move He Is to Make

By W. E. CLOW, JR.
Vice President, James B. Clow & Sons, Chicago

could make a move of which his house was not fully informed.

He dwelt at great length on how each salesman is schooled to report the details of every problem which confronts him so that he in turn may be advised as to the course to follow in closing the sales. In other words, he painted a picture of a checker board, and on that board he placed his salesmen, and there they stood with no power to move in any direction unless propelled by the player of the game, the home office.

The contrast between this method and the one employed by us struck me quite forcibly. While we do not overlook, and I do not want to belittle, the assistance and help that the home office can and should always give the sales

force, I am of the opinion, firmly so, that both the house and salesmen are infinitely better served in the long run by the adoption of a method of handling salesmen which will result in each of them thinking for himself.

Such supervision as my friend suggests results in taking the confidence from any sales force. It certainly is not in line with human nature for a salesman to think for himself if his house is trying to do all his thinking for him. In the last analysis, the most requisite qualities in any salesman are initiative and ingenuity, which statement brings me to the facts about our system.

The foundation of our scheme is that only the man on the ground can follow the details of any given job and can best judge how to make the necessary moves in the game to land the order. If he is to be skilled in this work he must develop ingenuity and he can only develop this ingenuity by scheming and thinking for himself. One of our good

salesmen remarked to me that he would rather lose an order or two than have them handed to him by some one from the home office. For, the experience gained in the effort to secure them would be more valuable to him in closing future business when assistance from the house was impossible, than the profit involved.

Each one of our salesmen is expected to think about the various problems with which he is confronted each day, in much the same way as the inside force thinks about the general problems of our business. We are convinced that when each one of our salesmen is able to think for himself to the best advantage, we will have an ideal sales force.

No man at the home office, regardless of his intelligence, can think and scheme as effectively as the salesman right on the ground, if that salesman has learned to think. Think of the advantage it is to us, a long distance from the actual scene so far as any given sale is concerned, to be represented by a man schooled in the art of thinking for himself and competing against a salesman chiefly guided from the home office. Clearly, our man has the "jump" on our competitor.

Standing on Their Own Feet

I CANNOT express our plan any briefer than to say we tell our salesmen what to do, and it is up to them to think and scheme how to do it.

Naturally, we exercise control over them. We do not let them run riot on prices, for instance, but in general, we give them a loose rein, but only in the confidence that by so doing they will build up their initiative and ingenuity to the point where they will always know on "which side of the fence the cat is going to jump" without depending on the house for help.

Feeling that there is nothing that keeps a salesman so "keyed up" in his work as the securing of a good substantial order through his own efforts only, we do not allow our department managers to go out and land a "juicy" order for them. While it is

desirable for both the sales manager and department managers to meet our customers whenever possible, it is not sound judgment, in our opinion, for them to jump out when a large contract is available just to do the closing. A good salesman can obtain the order without such help and the feeling of satisfaction developed on his part will result in a great deal more business for the house in the future.

The proper handling of the subject of compensation is, I believe, the most important phase of sales work, for if a proper theory of reimbursing salesmen is developed, the other problems of a sales manager are minor.

The Incentive to Work

A SALESMAN must have more incentive than that induced by the old fashioned salary and expense method. A system must be found that enables him to visualize a profit for himself in connection with every sale made. "Hope of reward" is a fundamental trait of human nature and all salesmen are very human. Give a salesman such an incentive and he will increase his value to himself, and his house as well. At least, that has been our experience.

Our men are compensated on the basis of a share of the gross profits in their territories whether taken personally or sent in direct, provided there is some indication they have worked on the transaction. To say that "we compensate our men on the basis of a share in the gross profits in their territories" is not a nice way of saying we pay them commissions. It is a serious mistake to confuse these terms. I believe it is a blunder to compensate men on a commission basis. It does the man no good and sometimes does the house a great deal of harm. Let me illustrate.

The cost on an article is \$75. The resale price is \$100. A salesman working on a 5 per cent commission makes \$5 on the sale. Suppose that for some reason or other a price of \$90 must be met. This condition happens frequently in any industry. On this basis the salesman makes \$4.50 or just

50 cents less than on the first example quoted while the house makes only \$10.50 gross profit instead of \$20 gross profit. Carry the example still farther and presume a price of \$80 is met. The salesman makes \$4 and the house makes a net profit of \$1. This last example, while slightly unusual, brings out quite forcefully the fallacy of this method of compensation. Here we have a condition in which the salesman makes only \$1 less than he would if he took the order at the established price, while the house makes only \$1 gross profit out of which must come the overhead expense as compared to the \$20 gross profit it would make if the material were sold at the established price of \$100.

Now let us look at the same examples based on the salesman getting a share of the gross profit in his territory. On an article costing \$75, with a compensation of 20 per cent of the gross profit to the salesmen, he makes \$5, which is the same as in the first case. Let us presume again he must meet a price of \$90. His compensation then is \$3 instead of \$4.50. If he meets a price of \$80, his share is \$1 instead of \$4 in the prior example.

Sharing the Profits

NATURALLY this method results in the men upholding prices. A salesman on commission can meet a price without suffering much financial loss, but a salesman on a profit sharing basis will hesitate a long time before he cuts prices.

An important factor in this system is the closeness with which the men watch the credit conditions of their customer. If a customer fails, or his account goes bad, it is their loss instead of ours. When a customer fails, the salesman fails insofar as his gross profit is concerned with that particular customer.

Other points in our sales program may be of interest. For instance, we have no expense accounts. If the men find they have to entertain, they do so at their own cost. As I said before, what

(Continued on page 774)

"THE A B C OF THE NEW YORK MARKET"

The Most Searching Survey Ever Made of a Major Retail Market for the Information of the Sales Manager

FOR ONE YEAR the Bureau of Business Research of New York University has been engaged in a series of studies of the New York market and New York newspaper readers with a view to determining a basis upon which the greatest market in America might be correctly appraised, and the value of its newspapers as advertising mediums arrived at with some degree of accuracy.

Such a task was a gigantic one, but one urgently needed not only to dispel the uncertainty that has always enveloped the New York market but to provide a yardstick by which its merchandising and advertising values might be measured.

In laying the ground work for this huge task a corps of trained field men made 38,000 calls, on every street in every borough of the city, covering every class of district from the Ghetto to Park Avenue. The tabulation of these reports by the Statistical Staff of the Library Bureau alone occupied months of careful analysis, and brought to light a mass of invaluable merchandising data now for the first time made available to the

salesmanager who desires an intensive study of this market.

The presentation of this city-wide survey—the most searching ever made of a major retail market—falls into three divisions:

1—"The A B C of the New York Market," a brochure which forms but the first step, the background, for the more detailed information to follow.

2—"A Marketing Map of New York City," on which can be plotted and visualized population and its ability to buy, the advertiser's sales situation, and the value of each newspaper's audience.

3—A complete analysis of the readers of each newspaper in New York, obtained from personal interviews in 38,000 homes, which constitutes an authentic cross-section of the city.

The first of this series of studies is now ready for distribution—"The A B C of the New York Market." It is but the forerunner

of the New York University's survey—the foundation on which the entire structure to follow is to be erected.

"The A B C of the New York Market" divides the population of Greater City into the following expenditure groups:

I—HIGH

6.1% or 79,321 families
Annual Expenditures { Range—\$7,500 and up
Average —————\$9,750

II—MEDIUM

61.2% or 807,266 families
Annual Expenditures { Range—\$3,000 to \$7,500
Average —————\$3,750

III—LOW

32.7% or 431,207 families
Annual Expenditures { Range—\$3,000 and less
Average —————\$1,750

The method of arriving at this yardstick for measuring population values is fully explained in the brochure.

A subsequent breakdown of these divisions makes possible a series of charts, the study of which is the first step toward establishing a yardstick by which New York advertising values may be rightly appraised. They are shown in color in "The A B C of the New York Market."

The World

Pulitzer Building
New York



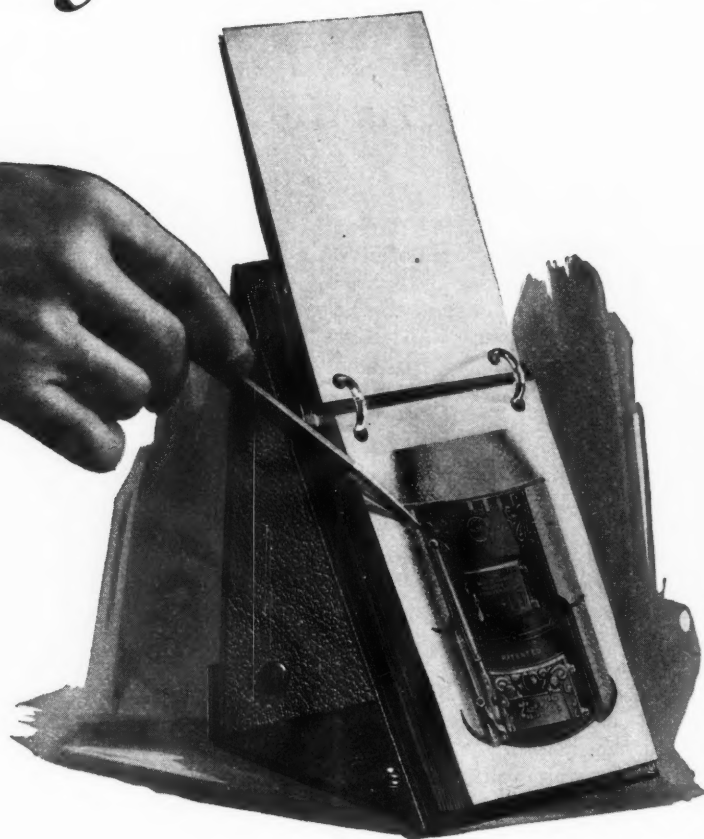
New York

The Evening World

Tribune Tower
Chicago

“Timmy”[®] POCKET-SIZE BURKHARDT Display Binder

FITS the pocket—fits the job. Opens up in easel and operates just like the larger Burkhardt Display Binders. Holds 50 or less photographs each $3\frac{1}{2}$ inches by $5\frac{1}{2}$ inches. Folds up into a space only $4\frac{1}{8}$ inches wide by $7\frac{1}{2}$ inches deep by $1\frac{1}{4}$ inches thick. Cover made of durable Burk-Art Processed Fabrikoid. May be had with or without leaves. Also carried in stock size with $9\frac{1}{2}$ -inch by 12-inch sheets, and in special sizes to order.



WHEN folded “Timmy” slips into the coat pocket like a small Bible. Easy to carry; easy to handle—highly effective for displaying small photographs of any product.

“Timmy” is the right-hand man of the salesman. It takes up little room folded or open. It enables the salesman to make an interesting, effective presentation in logical sequence.

Write for complete information.

THE BURKHARDT COMPANY, INC.

*Burkhardt Building, Larned at Second
DETROIT, MICHIGAN*

Refrigerators and Office Appliances Show Activity in Denver Market

ELECTRIC refrigeration, typewriters and adding machines have taken on increased life and activity in Denver in the past few weeks. The Frigidaire people have tripled their sales force and report sales in the last two weeks of March as somewhat phenomenal. The branch has been showing good results all winter with a sales staff of about ten men. Now there are thirty working and of this number about ten are on strictly house-to-house canvassing in an effort to arouse interest to such a point as will warrant the heavier sales arguments of the more experienced men.

Cooking School Stimulates Sales

THE summer campaign was nurtured somewhat by heavy advertising in two mediums—newspapers and posters. Of the latter, the branch has been using about thirty boards in prominent positions in Denver. The newspaper advertising has been in connection with home builders' pages and cooking school events, besides large displays in the Sunday papers.

Owing to the numerous cooking schools conducted in Denver in the past two months—both newspapers attempting schools of their own—there has been much publicity along these lines. Naturally the firm had machines on demonstration at the schools; they also exhibited one at the automobile show. Local quotas have been seriously shattered as a result of the educational campaign.

In the typewriter field in Denver, the buying has been good through March. The first quarter adds up an increase over the same period last year, with all of the companies having branches in Denver. Some of them declare

Burroughs Takes Portable Model For Door to Door Canvass; Typewriter Sales Hold Up Well; Vacuum Cleaners Push For Spring Sales

current sales are holding up—others that there has been a slight slump. The railroads seem to be spending more money for office equipment—at least typewriter men declare the railways have started buying again and some volume sales have been made.

The completion of a new office building and the subsequent changing of addresses of many Denver firms have led to increased demand for office equipment, the psychology being that new furniture, new typewriters, etc., should be included in the new quarters to remain in keeping with the newness of the building and its excellent decorations. This accounts, somewhat, for the heavy typewriter sales in February and the first part of March.

The Royal Typewriter Company has been doing some extensive newspaper advertising recently and it is understood that the Remington Company has a campaign to start soon.

Burroughs Adds Salesmen

IN all reports, typewriter companies serving more than the Denver local territory report conditions outside of Denver better than conditions right in town. The Underwood agency recently took over the northern New Mexico territory and the salesman in that district has been making some excellent sales. This applies, too, in southern Colorado. Collections in Denver are better at present than they were a year ago, according to the Remington people.

The Burroughs Adding Machine Company has put on three

additional salesmen and is making a systematic, door-to-door campaign in search of prospective purchasers. In this work, the salesmen carry a small Burroughs portable under their arms

as they enter offices and stores—regardless of size—under the assumption that the presence of a piece of delicate machinery will arouse interest and provide an opening wedge for a sales talk. There are many small stores that can use portables and still many of them who need larger machines. The salesman has an opportunity to size up the business after he gets in, ascertain the maximum mechanical computation machinery needed, and tell the story of his own product, through this method of canvassing.

New National Cash Model

THE Corona portable adder is showing strides in this territory, according to the L. C. Smith and Corona Typewriter Company, Denver branch. The sales of the adder have been better than last year. Corona typewriter sales remain about the same as last year. Sales of L. C. Smiths are somewhat better. Heavy newspaper advertising recently has stimulated sales and this has been backed up with exceptionally good window displays where color illumination and high decorative effects have attracted much attention.

The National Cash Register Company's Denver branch is having excellent results with the "Baby Two Thousand," the new model recently put out by the firm. Business is running far over the quota and the new model is believed to be responsible for the increase. The branch has adopted a policy of not only believing but knowing that conditions in this territory are normal—not sub-normal—and sales

efforts have been along these lines. The psychological effect upon the sales force is obvious and this is another reason why the Denver branch is showing more proportionate results than some of the other branches. Illustration of this is given in the statement that January 1926 ran below the quota while January 1927 was far above the quota.

The Sundstrand adding machine agency has been incorporated with the Elliott-Fisher Company and will be known henceforth as the General Office Equipment Corporation, Denver branch. H. J. Atkinson, who had charge of the local agency for the Sundstrand people and who built up a good business by advertising himself as "Atkinson, the Adding Machine Man," has been transferred to Boston as general manager of the branch of the combined organizations there.

Vacuum Cleaners Active

Changes in agencies handling some of the other electric refrigeration machines preclude comparisons of business thus far this year with business in the same period last year. Indications are, however, that distribution of the makes other than Frigidaire will pick up and will be backed with heavier advertising appropriations henceforth. The Gray Brothers Radio Company have put their radios away for the summer and have put on a large staff of salesmen to handle electric refrigerators.

The William J. Foley Company, heating engineers, have let up on their oil burner advertising campaign and are now giving much publicity to gas water heaters. The American Radiator Company, however, is still advertising radiators and is likely to continue the campaign during the Summer in anticipation of Fall business.

Vacuum cleaners are naturally coming in for heavy sales efforts. The Apex Company is running a heavy poster board campaign, offering \$15 for all old sweepers to be applied on new ones. Pedestrians are frequently invited to

watch demonstrations by enterprising salesmen who have arranged carpet covered platforms on their automobiles—set over the hood and running from the windshield to the radiator cap—and staging demonstrations of sweepers thereon when their cars are parked in the business districts for a few moments at a time or for the length of the downtown parking privileges.



Oscar J. Vogl

VOGL TO DIRECT CLOTHING SALES

OSCAR J. VOGL, for two years merchandising counsel of The Joseph & Feiss Company, has been promoted to sales manager of that company. Mr. Vogl was formerly a member of the executive staff and sales promotion manager of the Kaufmann & Baer Department Store, Pittsburgh. He was one of the founders of the Pittsburgh Salesmanagers' Club.

In his new capacity he will have complete charge of sales and advertising and will be assisted by Wm. Fintze, advertising manager; Alexander Kirillow, sales promotion manager, and Charles Linfitt, new business promotion manager.

The Crooks-Ditmar Company of Williamsport, Pennsylvania, has changed its firm name to The Cromar Company, for the purpose of easier identification.

The Maytag Company has been running a heavy advertising campaign in the newspapers and on the bulletin boards.

Aluminum goods are being mentioned extensively in newspaper advertising. The same is true with paint and decorative materials—particularly on the bulletin boards. Devoe has been conducting window demonstrations in retail store windows.

CLEVELAND AD CLUB HEARS GRAY

AT the April 1 meeting of the Industrial Division of the Cleveland Advertising Club, Russell T. Gray of Chicago spoke of the differences apparent between general advertising and industrial advertising. He stated that general advertising should create sales and is addressed to both sexes while industrial advertising is purely competitive and is addressed to only one sex, and is used when describing a subject where there is no change of style.

The second speaker, Ezra W. Clark, advertising manager of the Clark Truck Tractor Company and first vice president of the N. I. A. A., brought out many instructive advertising points and answered several questions put to him by club members.

HEATING MEN STUDY SELLING PROBLEMS

THE Williams Oil-O-Matic Heating Corporation of Bloomington, Illinois, held a meeting March 21 and 22, at Indianapolis, Indiana, for the purpose of discussing advertising and selling methods.

Several meetings of this kind have been held in the past few months in various sections of the country and will be continued until the International Oil-O-Matic Convention, which takes place in June.

American Trust Company of Charlotte, North Carolina, has placed its advertising account with the Charles W. Hoyt Company, Inc.

More Facts About the Success of Our Export Sales Policies

AN ARTICLE which appeared in the March Harper's Magazine has stirred up a hornet's nest among the readers of SALES MANAGEMENT. The article in question was written by Jesse Rainsford Sprague, who formerly owned and operated a retail jewelry store in San Antonio, Texas. Some years back Mr. Sprague began writing as a pastime and was unusually successful. As his income from writing increased he sold his jewelry store and moved to New York where he continued writing.

He spends considerable time abroad and although he has had unusual opportunities to observe the success of this country's merchandise in export trade, he seems to feel that American exporters have made a great failure. So in his article, which he called "The Go-Getter Abroad," he told the readers of Harper's what was wrong with American export methods.

Defending American Exporters

IN the April 2 issue of SALES MANAGEMENT our own Walter Wyman of Carter's Ink fame replied to Mr. Sprague and pointed out his many errors in the article. The following letter is from a prominent exporter who wrote us before he saw the Wyman reply. His letter is worth printing, even though he is too modest to permit us to use his name, which is well known:

Every now and then some one of our fellow citizens, through the pages of one of the better non-technical magazines, tells a wide number of non-technical readers that American export trade equipment and methods are all wrong. Some of the fiction writers and writers in the intellectual papers who live apart from the sordid contacts of business have built up an appreciative clientele for the

Another Letter in Defense of American Export Methods by a Reader Who Was Aroused by the Harper Article, "The Go-Getter Abroad"

writer who aims his shafts at the Babbitts and the go-getters. And if the vulgar go-getters, of faulty diction, are so thoroughly objectionable to the better classes here at home, then how insufferable must they be to those cultured (the business men of foreign countries are always cultured) merchants in foreign countries! It appears that our success in international commerce is at stake.

To those of us who have been living with the development of our export trade since before the war, it is all very confusing. Here we have seen first hundreds, then thousands, of American manufacturers enter export business, and apply successful American methods to selling their goods abroad. We have seen one after another of the American products go right ahead in one foreign country after another and become the acknowledged leaders in their field in the foreign markets.

Where the Go-Getter Shines

WE could name a few that have made a profit in exporting in less than the five-year period so courageously faced by Mr. Sprague's manufacturer. In fact we have seen new American products put on the foreign markets simultaneously with their release to an expectant public (prepared by some of that prosperity-through-salesmanship advertising) here at home. Is the percentage of boobs really any higher in export than in domestic business?

We have seen the organization of more than a score of American chambers of commerce in the chief business centers abroad. We have scanned the export statistics

from month to month to note the upward course of the exports of manufactured articles forming such a large part of this nearly five million dollar export trade of ours.

Selling manufactured goods—that's where the go-getter shines. We have seen American methods scoffed at and deprecated by foreign competitors who felt the effects of American competition; again, we have seen American methods praised to the skies by foreign officials and writers advising their nations how to meet American competition. Perhaps we live too close to it all, and can't spot the forest because of the trees.

Walter Page's Picture

IT'S to a point of view and a doctrine not far removed from those of Mr. Sprague, that Booth Tarkington administers an antidote in his new novel "The Plutocrat." Very palatably and very effectively, it seems to me. In some of these articles there is often something new and something incisive and something stimulating. Criticism of the go-getter in export trade, however, sounds a bit like one of those "tragedies" of (was it?) Herbert Spencer's—a theory killed by a fact. The fact, of course, is the striking success of American exporting.

It was more than twenty-five years ago that Walter Hines Page wrote:

"The most remarkable spectacle that has ever been seen is the spectacle of the trained American people at work today. From one ocean to the other they are so doing their daily labor that the products of their skill as well as the products of their soil are invading not only every new land, but every country of the Old World as well as the sleeping

(Continued on page 780)



Sales Drives in New York Show Gain Over Last Year

THE cigarette war is on! That might easily be the headline for a leading article on merchandising conditions in New York City. Old Gold cigarettes will have the biggest campaign of all, according to the experts. They are using every known tested medium except sampling and it would not surprise those in the inner circle to see a sampling campaign on this product soon. Three-quarter and full-page ads—window displays, and twenty-four sheet signs in the Times Square district are the first flowering of this campaign.

Chesterfields with an 88 per cent gain in volume of business over a period of six years, is a close second in selling activity. Lucky Strike with its new factory

Many Aggressive Campaigns in New York City and Vicinity Show Intensive Activity of Advertisers in Nation's Biggest Market

at 45th and Broadway seems to have arrived at the ultimate with advertising, merchandising and sales all under one roof. And all of this in plain sight on probably the busiest pedestrian street in the world. From early until late the crowds are from two to four deep around this store with a continual flow of sightseers and not a few purchasers entering on the Broadway side to be eventually shoved out by newcomers through the 45th Street exit. Two men at the retail counter are kept busy at all hours handing out souvenir

packages of the visit and ringing up sales for every souvenir. With the exception of mixing the tobacco they have a fully equipped cigarette factory in operation with

two full crews dressed in white handling the making and packaging of the product.

Camels are out of four of the bigger papers, due, it is stated by the paper representatives, to the fact that Camel insist on black displays. The Times, the World, the Sun and the Post insist on stippled blacks in order to keep their pages in harmony and to keep any one ad from dominating the page by reason of dead blacks. One exception to this rule is allowed—the actual product offered for sale may be shown in solid black. Consequently the Camel

SPEED — SPEED

THE phenomenon of American life today is speed. Not the mere trite fact of our hustle and bustle in the streets, the office, the home. But the new fact—the rapidity with which an idea, a fad or a fallacy, a truth or a lie, can sweep the continent.

¶ It may be a game, such as the questionnaire, which had its hundred thousand fanatics within a week. It may be a wave of public opinion, like that which lately surged up to beat back the threat of war with Mexico. It may be a style, as in women's hats or coiffures.

¶ Cross word puzzles. Mah Jongg. Put and Take. They burst upon us. They spread. Some of them go as swiftly as they came.

¶ The same sort of thing is happening, oftener every season, in industry, finance and trade. "Business has wings," says Earnest Elmo Calkins, writing in the *Atlantic Monthly*. "The business world has in a remarkably short time become almost fluid."

¶ Today's business man is speedier than yesterday's. Tomorrow's business man will have to be speedier than today's. Pondered decisions, slow, cautious

distribution and leisurely advertising methods will not be equal to the demands of the period ahead.

¶ The means of communication—the newspaper, the cable, wireless, air mail, telephone, motor transportation—set the pace of today. The advertising medium that is most useful to business must be ready to keep that pace.

¶ The Digest, in spite of the increase in size and number of copies printed weekly, continues, at extra expense, to adhere to the close schedule by which it reaches its readers everywhere *seven days after it goes to press*. Frankly devised for the service of readers, in order that they may have the news of the world speedily, this schedule is bound to be of greater service to the advertiser in the near future.

¶ In emergency you can order your advertisement on Wednesday and have it delivered, simultaneously in every part of the country, bound into 1,400,000 copies of a well-printed magazine, by Thursday—EIGHT DAYS FROM YOUR MIND TO THE MIND OF THE READER.

¶ This is—

Immediate National Publicity

The Literary Digest

Advertising Offices: NEW YORK • BOSTON • DETROIT • CLEVELAND • CHICAGO

SALES MANAGEMENT, APRIL 16, 1927

[719

people have been forced to find other media to reach the consumer.

Barking Dog cigarettes have been pounding hard on not only the cigarette but on the mixture as well. Window displays have been the backbone of their campaign with a live replica of their trademark, the bulldog, with crushed hat and pipe in mouth promenading the main arteries of the town. They are using some billboards on the edge of town. The revival of this product is the talk of the advertising world at the moment.

Just what the plans of the British American Tobacco Company are for their new purchase, the Old North State cigarette and its factory at Winston-Salem, North Carolina, is a matter of much concern to the cigarette manufacturers. The product was formerly manufactured by the Brown & Williamson Company, of Winston-Salem and Reidsville, and was not nationally known.

The British American Tobacco Company will move shortly to larger quarters at 535 Fifth Avenue. Perhaps the British interests are going to enter into this latest war too.

In the food world Hartley's marmalade is a late comer among the display columns. Not much

lineage, but consistent. A survey of the cards in the elevated trains shows food products a leader with drugs a close second. Cough remedies seem to predominate among the drug cards. Soaps and cleansers are next with cosmetics giving them a hard run. Tobacco and cigarettes follow with household equipment and clothing near by. Local theatres are carrying quite a few cards and billboards on the transit lines.

One platform on the subway discloses cough remedies leading, candy and local theatres tied for second place and coffee, soaps and cleansers on a par with crackers.

Clothing is rather slow to get into the field this year due, so the experts say, to the lateness of Easter. In women's wear particularly is this true. Hand-to-mouth buying is a reality along these lines and many manufacturers are frankly worried over this year's prospects.

Radio equipment is still seeking its level. They have tried many media and have yet to arrive at a decision as to the best. Some big appropriations are lying idle awaiting constructive plans along merchandising lines. Then, too, the chaotic condition of the air and the new commission's statement that no action will be

taken on broadcasting until October does not tend to brighten the situation.

Local newspaper display shows that "miscellaneous" leads in lineage with the following in the order named: musical, radio, tobacco, magazines and newspapers, railroads and steamship travel, and office appliances.

Foods, cough remedies and local theatres are counted as miscellaneous in the above.

Standard Oil are out with a big newspaper campaign on Socony gasoline. Vacuum Oil will have one of the largest campaigns ever put out by this firm and it will be pretty well divided as to media. Texaco has ambitious plans for this year, though it is hardly possible that local papers will get much increase in lineage from this account.

Push Refrigerator Sales

It is rumored that another mid-western oil company is seeking an outlet in this territory. Several executives have been here looking over the field and appear to be optimistic over the prospects.

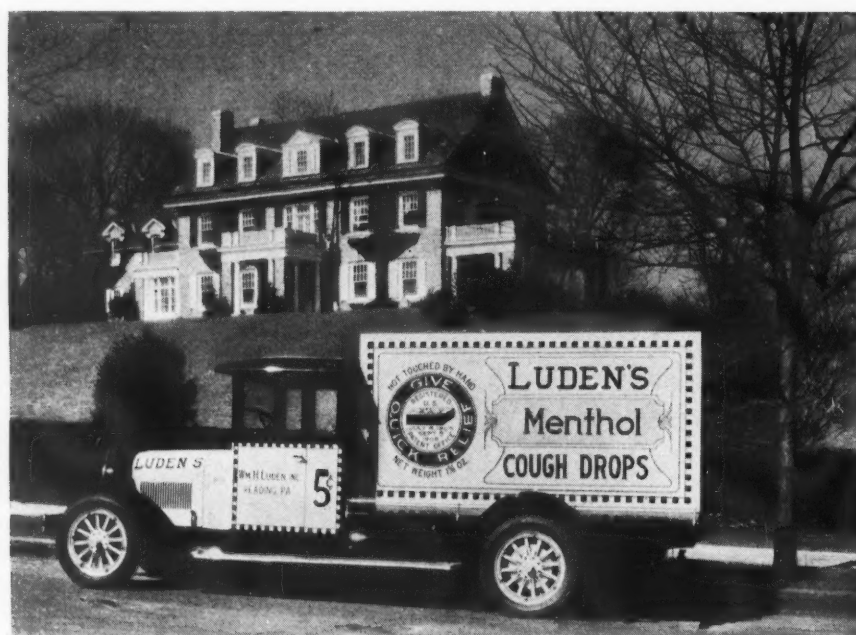
The opinion of three big advertising men, space sellers, when boiled down reads somewhat like this: This year will see more cigarette advertising than ever before, foodstuffs will show a nice increase in local lineage, railroads will climb even more than they have this year and that steamship and other travel will be the best that it has ever been.

Individual manufacturers of ketchup, or catsup, have just finished a newspaper campaign for catsup week. If these efforts could have been combined they would have prospered to a bigger extent than they did.

The automatic ice machine manufacturers have just extended a combined advertising and exhibition campaign in conjunction with the local power companies for another week. Window cards and some lineage were the sum total of their efforts. A good attendance at all of the demonstrations is reported.

Practically all of the refrigeration concerns have big campaigns

(Continued on page 754)



This car with its giant package of Luden's Cough Drops is touring the country as an advertisement for Wm. H. Luden, Inc. Several other cars similarly equipped are also in service.



The Dimensions of Textile World Are Those of the Industry

IN applying the yardstick to the textile industry you are in truth applying it to Textile World. It is the one publication in the industry that reaches all sections and all branches. From the mills of New England to those of the New South, its coverage and prestige are almost identical with the strength of the great industry it serves. Its subscribers are the key men of these

mills—the men who control 90% of the machinery of the industry, in others words, the buying power. Over 800 advertisers use Textile World regularly. The journal of the **WHOLE** industry, it has for years been consistently the backbone of successful campaigns directed to the mills.

Send for booklet "How to Sell to Textile Mills."

Member
Audit Bureau of
Circulations

Textile World

*Largest net paid circulation and at the
highest subscription price in the textile field*

Member
Associated Business
Papers, Inc.

334 FOURTH AVE.



NEW YORK

Suggests Plan to Eliminate Fakery In Advertising

(Continued from page 696)

eminently respectable Encyclopedia Britannica Company working, with up-to-date trimmings, the old "damaged set" game of malodorous reputation. The game was thoroughly and righteously exposed in so recent a book as Helen Woodward's "Through Many Windows," which had an extensive sale, but what of that?

Here is the General Baking Company continuing to assert that its bread is made according to a formula contributed by the housewives of the nation, long after a Circuit Court of Appeals has declared that claim to be pure hypocrisy. Here are the California orange growers urging sufferers from acidosis to drink quantities of orange juice because it has "an alkaline reaction in the blood." That on the back cover of *The Saturday Evening Post*, no less.

The Big Parade

HERE are the reckless half-truths and pseudo-scientific claims that are advanced for yeast, for breakfast foods, for tooth pastes, for soaps: the old-time patent medicine quackery dressed up in the garments of respectability. Go on down the line as far as you like, through the beauty specialists, the physical culturists, the peddlers of the wisdom of the ages in pocket editions, and "send no money" tribe of correspondence schools with their free outfits and guaranteed positions at big pay, the fat reducers, the developers of pep and personality, the fortune builders, the promoters of financial independence—the whole galaxy in short. They vary as one star differs from another in glory, but the general aroma of false pretense that rises from the whole steaming mass is unmistakable.

There is no occasion, I think, to go into details at great length. The fact is obvious without argument or elaboration. "The Better Business Bureaus," says Mr.

Frank Finney in connection with the twenty-fifth anniversary of the Street & Finney Agency, "have driven out the criminal liars, but a new form of subtle lying has come into vogue. The advertisers stick to the truth in direct statement, but falsify by inference. . . . This kind of deception is just as bad as out-and-out lying. If this false implication is lying—and it is—there is probably more lying today than ever before."

Mr. John Benson, of the Benson & Gamble Agency, as representative of the Bok Jury of Advertising Awards, spoke to the same effect at the dinner in Cambridge, and pointed out the effects upon the public mind of this barrage of fakery. Other testimony to the same effect is not wanting. Advertising men admit frankly enough among themselves that they are engaged in fooling the public, and some of them are gaining the wisdom and the courage to admit that the public is becoming aware of the fact.

The Shrinking Advertising Dollar

HOW long advertisers can continue to fool the public and get away with it, I don't pretend to know. But if human experience is worth anything at all, it is fairly obvious that they cannot continue to do it indefinitely. Even if the public actually were as ignorant and as stupid as they appear to imagine that it is, it could hardly go on forever swallowing falsehood, however plausibly disguised. The lying advertisement (whether by inference, by implication, or direct) may fool its thousands, but at the same time it serves notice upon other thousands that advertising is the tool of liars, and that the advertiser holds the mentality of the reader to be beneath contempt. Keep this up year in and year out, and multiply it by the tens of thousands of impressions, and

you will arrive at the point where advertising itself will be held in contempt, if you do not arouse a positive feeling of resentment against it. You cannot fool all of the people all of the time with advertising, any more than you can do it with anything else.

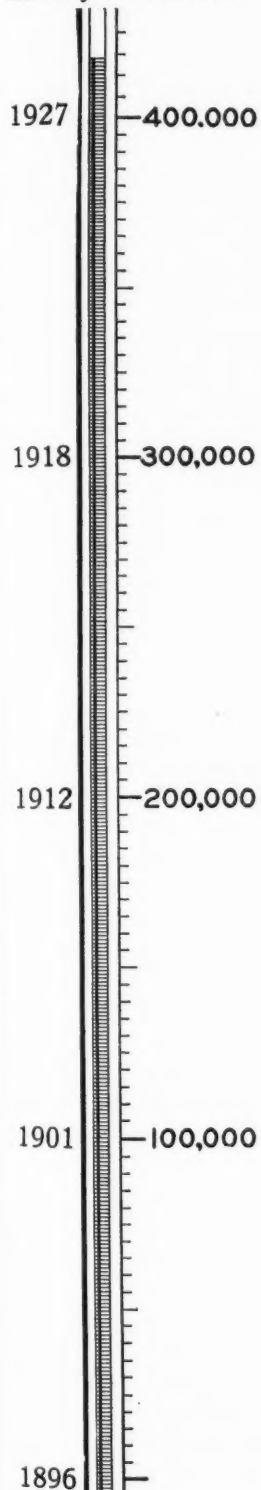
The advertiser's dollar is rapidly shrinking, in short, because the public confidence in advertising is being so widely abused. As the burned child dreads the fire, the consumer who has once been taken in by specious claims loses faith in even the most transparently honest announcements. Every advertisement, no matter what else it may be, is also an advertisement for advertising, and the lying advertisement is simply a caveat to every mind that is able to detect the imposture.

Where Indignation Rises

FORTUNATELY the public is not yet consciously aware of the extent to which it is being exploited and its confidence abused. But it is not impossible that it may become so. Considerable publicity has lately been given to that phase of the matter, and it is not publicity that should lull anybody into a sense of comfortable security. Read Helen Woodward's reminiscences, by way of example; also the recent series by Stuart Chase in the *New Republic*, entitled "Consumers in Wonderland," and "The Distribution Age," by Ralph Borsodi. Indignation is here and there beginning to get a hearing, and to attract an audience. The late flare-ups of popular resentment against outdoor advertising are merely advance notices of what conceivably may some day happen on a larger scale, if this process of exploiting the public's vanities and fears and prejudices is allowed to go unchecked.

The cold and brutal fact is that advertising of the fraudulent and near-fraudulent type, that lies

Average Daily and
Sunday Circulation



Vindicating Newspaper Readers

THE steady, continuing growth of the circulation of The New York Times is a vindication of the newspaper reading public, and an answer to the question "Is this a jazz age also for newspapers?"

The increasing circulation of The Times, strictly a newspaper, refutes pessimists who think that there is a diminishing interest in accurate, full information of what is going on in the world.

The New York Times is designed for intelligent, thoughtful people—a newspaper with dependable news, impartial and non-partisan, surpassing and excelling all others.

414,990

*Average Daily and Sunday Sale—a new
high record for The New York Times*

This total of 414,990 has never been equaled or approached by a newspaper of quality circulation, morning or evening, in the City of New York or anywhere else in the world.

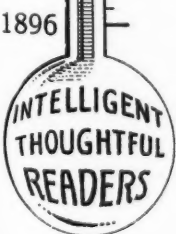
NET PAID SALE AVERAGE DAILY AND SUNDAY
as reported to the Post Office Department March 31, 1927

Average for six months ended March 31, 1927.....	414,990
Average for six months ended March 31, 1926.....	392,695

Average daily and Sunday gain in one year.....	22,295
--	--------

	Daily Average	Sunday Average
Net paid sale.....	375,249	653,437
Gain over average of preceding year.....	*18,778	*43,396

*Of the gain in the daily sale 83 per cent., or 15,570 copies, was in New York City and suburbs; of the gain in the Sunday sale 72 per cent., or 31,210 copies, was in city and suburbs.



The New York Times

"All the News That's Fit to Print"

Newsdealers cannot return unsold copies of The New York Times.

by implication and by inference rather than by direct statement, is rapidly assuming the proportions of a public nuisance, and the public's tolerance with respect to nuisances is likely to be limited, comfortable theories to the contrary notwithstanding. The difficulty is, however, that the public's displeasure is not discriminating, and the just and the unjust advertiser will alike suffer from whatever condemnation may be visited upon dishonest and equivocating copy.

Dartnell Offers a Plan

IT goes without saying, of course, that if advertising ever reaches the point where it ceases to pay, a large number of individuals will be rather seriously discommoded. It is still a long way from that today, of course, but it is moving in that direction. Are the honest and the decent elements among those who use and control the force of advertising going to do anything about it? Is there anything that they can do about it that will be practical and at least measurably effective? And if so, what?

Those are questions which ought to be answered, and I think they ought to be answered soon. The problem raised by the advertiser who insists upon keeping the word of promise to the ear of the public, and breaking it to the hope, ought to be discussed freely and frankly and in the open. There is no topic of discussion that can come before the convention of the Associated Advertising Clubs at Denver that has half the intrinsic importance of this one. They have rendered yeoman service in the cause of honest advertising heretofore, and it is high time for the forces of truth and decency to enter the lists again.

* * *

As a practical suggestion that may form the basis of discussion, we in the Dartnell Corporation offer the following considerations:

The Audit Bureau of Circulations has been a marked success. The circulation liar has practically disappeared as a factor of any importance. This has been

accomplished by the wholehearted cooperation of all of the interests involved—advertisers, agencies and publishers, to control a situation that was beyond the reach of any individual or any single group of interests.

Why would it not be feasible to apply the same idea to this broader problem of curbing and eliminating the false pretenders in advertising? Why not, in short, an "Audit Bureau of Advertising," if that is a suitable name, created and maintained as the A. B. C. is, for the mutual benefit of all those interested in protecting the integrity, and hence the value, of advertising?

The present state laws against fraudulent advertising are adequate only to the extent of providing a possible remedy against the advertiser who makes statements of fact which are untrue, deceptive or misleading. The Better Business Bureaus are active and energetic in attacking the more palpable frauds under the law, but they cannot possibly cope with the flood of misleading copy that is technically within the letter of the statute, but is the more deceptive and the more dangerous on that account.

Another "Audit Bureau"

THE advertiser can clean up his own advertising, or keep it clean, but he cannot force other advertisers to do so. The publisher can censor his own columns, but he cannot prevent the rejected copy from reaching the public through other mediums. The advertising agency may resist the demands of its client for false or hypocritical appeals, but it cannot keep him from placing the business through another agent who is more complaisant.

The direct mail counsellor, the service printer and the lithographer are in the same general situation. The exercise of conscientious scruples will simply result in depriving themselves of business, while it will not in the least deprive the dishonest advertiser of an audience, or prevent him from abusing the confidence of the public. A cooperative effort

including all of the above factors, however, could establish and maintain a degree of control over advertising that would have some real force behind it.

What is needed, it seems to us, is something in the nature of a National Board of Review, representative of all who use or produce advertising, supported by a membership which is comparable to that now represented in the A. B. C. It would be the duty of the Board of Review to pass upon all current advertising, to test the claims that are made from the viewpoint of actual knowledge and experience, and to issue warnings to advertisers, publishers, and agents. In cases of open and palpable fraud, the board would recommend the exclusion of the advertising entirely, and would be prepared to submit the evidence of fraud to the proper legal authorities.

In cases where it was a question merely of exaggerated, specious or misleading claims for a reputable product, the board would recommend the exclusion of the advertising until the copy was amended. Advertisers and their agents would be given the opportunity to submit campaigns to the board in advance of publication, and advertising that had been thus submitted in advance and passed might be designated by a special symbol that could be given a definite significance in the mind of the public.

Cleaning Up Advertising

ALL the findings and recommendations of the board would be sent to members at regular intervals, and this publicity would go far towards enabling the honest advertiser to keep his copy out of bad company. It would enable the careful publisher to stiffen his own censorship of his columns, and the careless publisher would be confronted with the knowledge that the acceptance of copy that had been condemned would make it more difficult to get the more desirable business.

If such an organization could be established, say with the backing of the present members of the

(Continued on page 775)

Framing a Sales Proposition For Profit and Permanence

SO VAST a field is covered by the semi-mechanical end of sales management that the wonder is that we have not many volumes already in print on this vastly important angle of marketing.

Presumably because the human side of merchandising is so interesting and so compelling in its appeal, it is only now and then that even an article has been devoted to a topic so important as to constitute probably fully half of the sales executive's efforts.

Starting in on the customer angle, the sales executive must determine where he will sell; to whom he will sell, and how he will sell. He can find out where to sell, first, by determining the area to be covered as a matter of broad policy. Then he must get down to human beings—prospective customers.

Mapping Out Markets

In the same field will be found wide divergence of practice and policy. "Where to sell" to the Coca-Cola Company, means at home and abroad. To the Moxie Company, it means a limited territory, of which New England alone is by far the most important factor.

Where we shall sell may depend upon the nature of our product. It may be an article of comparatively low unit value with high weight. This will limit the territory in which we sell, provided our product is a competitive one in other sections of the country. The freight rate alone may absolutely bar us from going beyond a certain zone. But we may overcome this seemingly unscalable barrier by following the example of various soap companies, and makers of fundamental building materials, by erecting and operating plant after plant.

The Semi-Mechanics of Sales Management That Take Selling Out of the Rule of Thumb, Hit or Miss Class

By E. S. SANGER

If we have an entirely different type of product to market, perhaps one in the luxury class, we may well seek national distribution—but a national distribution which will limit only the territories in which there is the greatest chance of our selling the great-

purchase lists of prospective customers from various specialists in this type of service. We may set our own clerks at work on the mercantile agency reference books and compile our own rated lists.

From an analysis of these lists we can tell semi-mechanically, very possibly, where we can best sell, and approach the factor, "who to sell." Not contenting ourselves with the mere symbols appearing in the credit reference



Much information which is often carried in the sales manager's head or that is buried in ledgers should be kept on quickly available records if a sales department functions smoothly.

est volume of our merchandise. The semi-mechanics of sales management at this stage will dictate our securing and studying tables of bank clearances; populations; savings bank deposits, income tax returns; gas, electric light and telephone installations—tabulations of those factors which indicate buying power and the type of buying power.

Proceeding along another line, semi-mechanically we can

books, we can purchase credit reports which will not only determine the desirability of the customer, from the standpoint of his practice of paying his bills, but we can glean from these reports a type of sales information which will enable us to make our first appeals by letter or through our salesmen intimate rather than impersonal.

Our credit manager, at this stage, may well set an amount which he will gladly credit for

each of the stores, hundreds, or even thousands of prospective customers with names that have been secured through the purchase of lists or through our compilation of names chosen from Dun and Bradstreet.

While the human factor is dominant in determining how to sell, the topic is one so intimately tied up with the semi-mechanics of sales management as to demand expression here.

What shall be our policy in connection with—

1. Use of salesmen.
2. Exclusive agency arrangements.
3. Prices.
4. F. O. B. points.
5. Credits.
6. Collections.
7. Adjustments.
8. Advertising.
9. Sampling.
10. Other selling methods?

Just to give a cross-section, it will be seen that price policies will include such matters as whether we shall quote list or net prices; whether our discounts—if any—shall be small and infrequently used, or long and universally used. From the competition angle in building our price policy we must determine whether in general we shall establish prices which will be equal to our competitors', or above or below their standards.

Gathering Information

THE semi-mechanics of sales management include gathering of the fullest possible information in regard to competitive prices, policies, methods, tactics and systems. Before we can best determine how to sell, first of all we owe it to invested capital to make sure that our determination is checked by an examination of the practices and policies of those already in the market. This does not mean that we need in the least slavishly to copy any or all competitive plans and methods—or prices. We may quite wisely decide that because of our careful preparation we can ignore competition and force it to meet our practices, policies and prices, or suffer the consequences of

proceeding along less sound lines. Let us assume that one of our early decisions in the "how to sell" classification leads us to the employment in sending into the field of salesmen. At once, we plunge into the midst of the most interesting semi-mechanics in all sales management—the most interesting to the man who lives to be of service—immediate service—to his specialty man.

Starting in with the customary sales manual, we can build from an affair of a few pages or a volume dealing abstractly and concretely with every phase of selling methods. Into these sales manuals today is built a sales structure so complete that it is a salesman's encyclopedia mechanically aiding him to meet every normal and many abnormal situations which develop in his contact with customers and others.

Data for the Salesmen

MECHANICALLY in one sense, but most humanly in another, modern sales management builds for itself salesmen's loose-leaf explanatory catalogs which in many cases rival in value of information contained even the most pretentious of sales manuals.

These loose-leaf explanatory catalogs have the virtue of focusing on each product and item the wealth of information which is literally at the salesmen's finger tips at the moment of need. This information by no means begins and ends with data as to prices and discounts, packing and f. o. b. points. It includes shipping weights and rates. It gives concisely or completely adjustment policies referring to the particular product; premium deals in which these products are involved—or not involved. It enables the salesman while seeking an order to save the dangerous distracting moments of search for information. But even the sales manual and the loose-leaf supplementary catalog must bow to another modern semi-mechanical sales development.

Itemized sales cards have been perfected in perhaps a score of cases, which place the salesman in a position to be of instructive

service to his customer. These cards show every purchase of every item by each customer. They show the orders which the salesman has taken in person. They show the orders which have been sent in by mail. And this is on a single card, item by item.

Thus the salesman can show the dealer that when the salesman called in January, the dealer ordered twelve dozen Number XLB-4. It will then show the dealer that before the salesman called again in July, seven mail orders had been sent in, totaling eighteen dozen of this same item.

The obvious conclusion is that the dealer failed to anticipate his needs and, as a result, was forced to order seven times, with the consequent cost of ordering and receiving goods—a cost which very possibly cut substantially into the dealer's profits on the item.

From the standpoint of the sales executive there is no better way to emphasize the costly mistake of seeking turnover at the expense of "out of stock" and absurdly high clerical expense.

Modern sales management includes the frequent use of itemized analyses. Just as the itemized sales card covers the itemized analysis of each customer's purchases, sales executives seize on their salesmen's forms of acceptance.

Sales Analyses

IT is now considered sound to analyze by items on a basis of towns and cities. In fact, a most effective check-up for the salesman is an advance analysis of itemized sales on the corresponding trip of the previous year, thus setting a tangible item-by-item quota for the salesman.

Shifting to the time element, particularly in cases where a salesman covers a large number of towns, semi-mechanics comes to the aid of the sales manager by insisting upon periodic itemized analyses—usually by months. The immediate effect is to give the salesman a comparison to his sales of each item for the current month of each year, and cumulatively this type of analysis enables the salesman not only to know exactly where he stands in

NOW Louisville's Only Morning Newspaper

OLD LOUISVILLE DAILY LEAVES A. M. FIELD

Herald-Post Will Continue as Evening
and Sunday Paper with Bull-Dog
Pride—Was 58 Years
of Age

LOUISVILLE, Ky., March 3.—For the first time since December, 1869, Louisville is to be served by one morning newspaper—the *Courier-Journal*. Announcement was made by the *Louisville Herald-Post* today that it will confine its publication to afternoon and Sunday field street and mail edition. Efforts to the effect of both the afternoon and Sunday issues are contemplated.

James B. Brown, Louisville banker and publisher, purchased the morning edition of the *Herald-Post*, then the *Louisville Herald-Post*, from John C. Shaffer of Chicago in January, 1924. The reported consideration was \$750,000 for the daily and Sunday edition.

The morning edition of the *Herald-Post* had its inception with the organization of the *Louisville Daily Commercial*, a Republican newspaper, in 1869. Among its founders was John M. Harlan, who later became a member of the United States Supreme Court. Colonel R. M. Kelly was its first editor. The paper was sold at a receivership sale in 1878 and purchased by Gen. Eli H. Murray. Mr. Kelly remained as editor and continued in that capacity under the later ownership of Bidderman DuPont, father of Senator T. Coleman DuPont of Delaware.

The paper next passed to George A. Newman and the name was changed to the *Louisville Herald*. Young Allison became editor and served the paper until 1905.

In 1911 the property was taken over by Mr. Shaffer, who assumed all obligations and paid \$20,000 cash consideration. In January, 1924, the property was purchased by Mr. Brown and the following month consolidated with the *Louisville Evening Post*. The papers were incorporated with a capital of \$1,400,000.

Late in 1925 the morning paper was changed to tabloid size, which was abandoned after seven months' try-out, and the morning edition of the *Herald-Post* again appeared as a standard size paper. Priority, it was said, would determine the status of employees in all departments in the reorganization now under way.

over
121,000
Sunday

over
150,000
daily

The Courier-Journal

REPRESENTED NATIONALLY BY THE S. C. BECKWITH SPECIAL AGENCY

Member of the 100,000 Group of American Cities

dollar - and - cent sales in comparison with previous years, but to know item by item. Bluntly stated, these periodic itemized analyses show Mr. Salesman exactly where he has failed to equal past records.

Very possibly the record when used in connection with itemized sales quotas is frequently divided. In this case the salesman knows not only what he has sold of each item for each month for several years back, but he knows what he is expected to sell for each succeeding month, and knows also what he sold in those months. In short, it sets the most definite of tasks for the salesman, while at the same time the amount of added achievement as against previous years is anticipated.

Forms of Comparisons

Particularly in enterprises which market a wide line of products, it is now customary to supply each salesman with yearly itemized analyses. He is expected during the periods of rest usually preceding his first trip of the year to compare this item-by-item yearly analysis with his individual customers' itemized sales cards.

This lets him start out his sales year with a definite knowledge of past accomplishments and a detailed knowledge of the units which made up the accomplishment on each item. In connection with his itemized analyses by towns and cities he is enabled to see where possibilities for gain are greatest and where additional representation is most needed.

The forms of semi-mechanical comparisons are many. Properly handled, these are of great value as an education force with Mr. Salesman, as well as in their inevitable result in increasing sales volume. While these comparisons are part of the semi-mechanics of sales management, their salutary effects are due to the fact that they are designed to aid human beings.

For it is the spirit of pride and the spirit of rivalry which make these semi-mechanical sales aids of money value. Here are six forms of comparison commonly

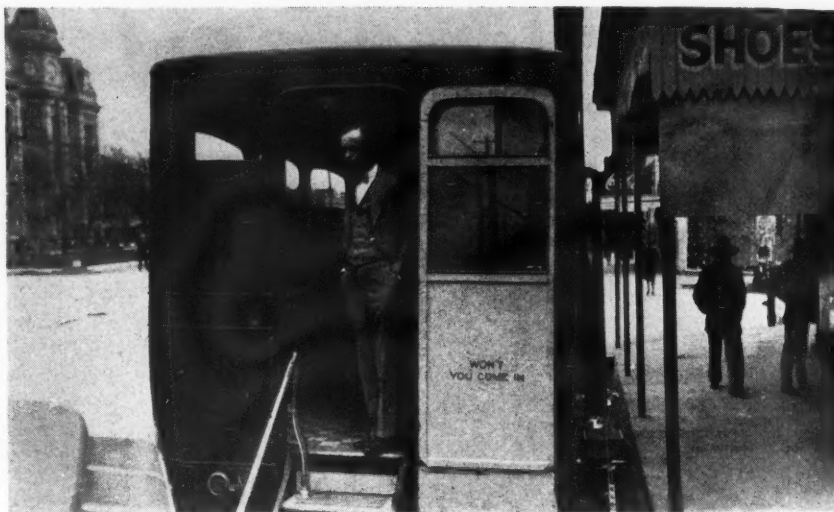
used by present-day sales executives:

1. Dollar sales.
2. Profits.
3. Rating sheet.
4. Expenses.
5. Cost of doing business.
6. Best composite salesman.

It will pay us to examine each one of these items at least briefly,

in order that we may weigh the semi-mechanical helps to sales management actually functioning in every-day use. In the last analysis, profit is, of course, the goal of business—profit over a long term of years—and always net profit rather than gross profit. It, therefore, is no surprise to Mr.

(Continued on page 758)



Crane Company Uses Display Room On Wheels

A TRAVELING exhibit displaying the latest in bathroom fixtures, which averages over ten thousand visitors a month, is the unique way in which Crane Company reaches the small town dwellers who do not have the opportunity of visiting the permanent display rooms of large cities.

These traveling exhibits, four of which are now covering the entire United States, are mounted on White trucks and carry a full line of bathroom fixtures, including hot water heaters, water systems, sink and laundry tray, showers, etc.

Publicity is given the traveling exhibit by the use of newspaper stories and pictures that appear in the local papers a week in advance of the arrival of the truck in the town. "This method of publicity has proved very successful, for any unusual happening in a small town is a topic for conversation, and by the

time the truck makes its arrival, everyone has heard of it and is anxious to see it," asserts Mr. J. C. Kosbiel, Jr., exhibitor on one of the trucks. "In many towns we receive a great deal of free publicity in the local newspapers due to the uniqueness of the display."

A register is kept in each truck and every visitor is invited to sign his name. A column is carried in this register where visitors may leave requests for printed matter on any item in the Crane line, and such circulars are sent only to those who request them. But the entire list of signatures is used in figuring the advertising cost of the trucks.

These trucks stop at every town large enough to have a water system, and remain in each town or city long enough for the majority of its citizens to view them. The trucks are parked on the busiest street in the downtown district.

Are Your Jobbers Asleep? Then Help the Retailers Sell

AFTER having been established fourteen years in an outlying business district of Detroit, the Arcade Hardware Company suddenly stepped out about two years ago and proceeded to make the most of an opportunity that had been right there all the time, just waiting for the Arcade Hardware Company or any other company to accept it, and in two years' time built up what is probably the largest volume of builders' hardware business done by any concern in the territory.

How Business Was Developed

In other words, the Arcade Hardware Company, located at 5170 Grand River Avenue, Detroit, has been established sixteen years. During fourteen of those years it did a nice, substantial neighborhood hardware business, such as might be expected of a hardware store located nearly three miles from the retail shopping center of the city. It handled builders' hardware in a small way during much of this time, but it did no estimating jobs.

Numerous other hardware stores in the city competed with one another and with several jobbers and manufacturers' representatives for the big contracts for builders' hardware, but the management of the Arcade Hardware Company doubtless thought their store was too far from the center of things, or was too small, or too something else for them to go after these big orders. At any rate, they went along in the usual hum-drum routine of serving the neighborhood in their true capacity; that of a neighborhood hardware store.

Then, after fourteen years, this neighborhood store suddenly reached out and took the builders'

What Happened in Detroit When a Hardware Retailer Stepped In and Stole a March on the Manufacturers and Jobbers

By D. G. BAIRD

hardware business of Detroit. Oh, it didn't take all of it, of course, but it took some mighty nice jobs that older and larger firms in the business, including the hardware jobbers, would have been pleased to secure. There was the 22-story Industrial Bank Building right downtown, for example; a 22-family apartment house; three high schools, five grade schools, and numerous others that the Arcade company got just recently. One of these schools alone took \$7,000 worth of builders' hardware, and the other jobs mentioned all ran into the thousands.

And remember that the Arcade Hardware Company began taking contract jobs for builders' hardware only two years ago!

What is the secret of this sudden awakening of an old established, neighborhood hardware store?

That is just what E. J. Slow, general manager, was asked to reveal, and he insisted that there is no secret about it.

"Secret?" he countered, simulating surprise. "There is no secret about it. Anybody else can do just what we're doing."

"Do others do the same things you're doing?"

"Not everything—no."

"What, for example?"

"Well, follow up their jobs and make sure that everything is all right. There are a lot of carpenters these days who don't know the top of a lock from the bottom, and there are a lot of others who know, but who don't care particularly. If you should go out and question fifty so-called carpenters at random, you would be amazed to learn how few of them know how to install a cylinder lock properly—or how to do anything else properly, for



Only the materials suited to each buyer's specific needs are displayed before him in this sample room. Thus he is not confused by seeing a great array of more elaborate designs, etc., which might have a tendency to make him dissatisfied with what he can afford.



The Arcade Hardware Company has successfully developed the display value of even the bulkier types of builders' hardware materials.

that matter. We show them how to install our hardware, then we follow them up to make sure they do it the way we show them."

"That takes a lot of time, doesn't it?"

"Oh, yes—occupies the full time of one man. We have an outside service man who does nothing but follow up our jobs from the time the orders are filled till the buildings are completed. He goes from one job to another, showing the workmen how to install our hardware, seeing that they have everything needed, that they put everything where it belongs, that they do the work right, and, in general, taking care that when a job is finished it will be finished right and there will be no come-back on us. Nearly all the grief in builders' hardware is occasioned by improper installations; we take care that our hardware is properly installed and thus avoid the grief. Our customers usually have had experience with other firms that consider their duty discharged when they deliver the hardware according to contract, and they appreciate the special service we give them."

This service man, it was explained, is a skilled mechanic, as well as a specialist in builders' hardware, and he has full charge of every job after the contract is signed.

Estimates are typed in triplicate, one copy for the general contractor, one for the carpenter foreman, and one for the store. Where an architect has charge of the job, extra copies are made for him and his foreman. The store copy is immediately turned over to the outside service man, who uses it to familiarize himself with the kind of job, kind of openings, kind of hardware specified, and so on, and to guide him in having the order put up. Thereafter, when any reference of any kind is made to that particular job, he knows all about it.

The specification sheet lists every item for each opening separately and numbers them, and the items for each opening are wrapped separately and labeled. This label is a gummed, blank form which provides spaces for: Job, Schedule, Item Number, Opening, and a list of items in the package to which it is attached.

These items are packaged and the packages shuffled post office fashion in bins provided for the purpose in the stockroom. Then when it comes time to deliver the goods, they are taken out in order and placed in the truck, carried to the job, unloaded in order, and so stored that each package is always first out when needed by the carpenters.

How much confusion, delay, and aggravation this system forestalls

can best be appreciated by the builders' hardware man who bundles all hardware of a kind together and delivers it in the order most convenient to him, depending on the carpenter foreman to find what he needs when he needs it.

After the hardware is delivered, the service man follows it up by visiting each job from time to time; some of them daily. He is on practically the same footing as an architect's foreman and he doesn't hesitate to correct any improper installations or careless workmanship.

All estimates are kept permanently on file, whether or not the firm secures the job. They not only are sometimes wanted for reference, but they have other uses. For example, a contractor telephoned R. E. Hossack, manager of the builders' hardware department, the other day and said: "Remember that job you figured on with me about a year ago? Well, I want it duplicated and I'm going to give you folks the business." The Arcade company had not secured the previous job, but when the contractor was ready to duplicate it and offered them the business, they already had the estimate all written up.

Receive Special Training

Speaking of Mr. Hossack: two years ago, he was the only employee in the builders' hardware department. Today, there are two outside men calling on contractors, two calling on architects, and the outside service man referred to, besides the inside men who take care of the counter business and the two or three helpers who put up orders.

This brings up another unique thing this store is doing, too. In view of such rapid growth, one would expect that trained men would have been brought in, but none has. Everyone of them has been trained by the store, with the cooperation of the factory.

"One of them was a candy salesman," Mr. Slow said in his matter-of-fact manner. "He wanted to learn this business, so

(Continued on page 757)



Reach the Buying Power in Michigan With These Booth Newspapers

MEASURED in terms of industry, agriculture, normality of business, living conditions or by any other standard, The Michigan Market is outstanding. Seventy-three per cent of the income tax payers in the cities outside of the Detroit Area live in the Booth Newspaper territory.

With a combined net paid circulation of over 260,000 concentrated in these eight important centers, The Booth Newspapers offer a complete coverage of the buying power in this important market. Here is a market with ready money to buy and one that can be covered economically with one group of metropolitan newspapers.



Write any Booth newspaper for
a copy of

"The Michigan Market"

Grand Rapids Press

Saginaw News Courier

Jackson Citizen Patriot

Muskegon Chronicle

Flint Daily Journal

Kalamazoo Gazette

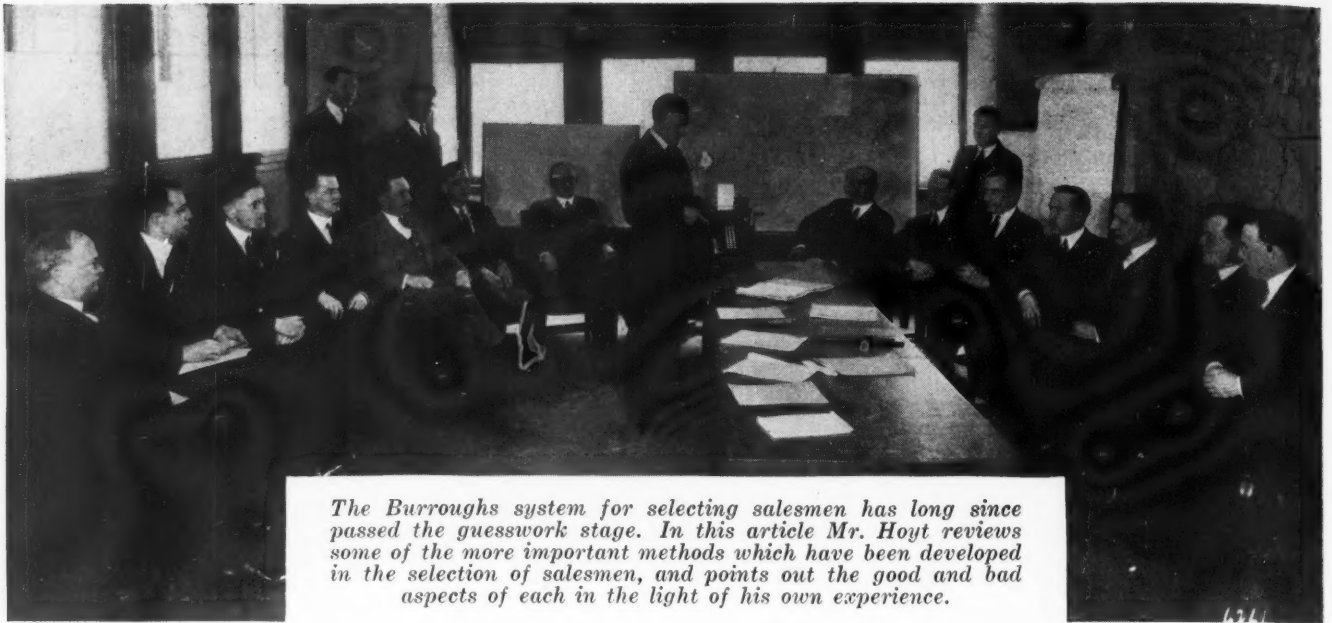
Bay City Times Tribune

Ann Arbor Times News

I. A. KLEIN, Eastern Representative
50 East 42nd St., New York

THE BOOTH PUBLISHING CO.

J. E. LUTZ, Western Representative
6 No. Michigan Ave., Chicago



The Burroughs system for selecting salesmen has long since passed the guesswork stage. In this article Mr. Hoyt reviews some of the more important methods which have been developed in the selection of salesmen, and points out the good and bad aspects of each in the light of his own experience.

Superstition vs. System in the Selection of Salesmen

IN TAYLOR'S book, "The Principles of Scientific Management," he gives as the second duty: "They scientifically select and then train, teach and develop the workman, whereas, in the past, he chose his own work and trained himself as best he could."

In recent years many sales managers have selected salesmen by a great deal more accurate methods than existed in the past. All over the country firms have systems for the selection of salesmen. Some sales managers will disagree as to the value of various systems. Some sales managers still insist that nothing beats their own judgment as to the selection of men. From what I have heard and read I believe that the most progressive sales managers of today are trying to select their men in accurate ways.

Some authors who have written on the subject of sales management have devoted a great deal of space to this subject of the selection of salesmen. A book which has recently appeared, entitled "Salesmen in Marketing

Some of the Methods That Help Take the Guesswork Out of One of the Sales Manager's Most Difficult Tasks

The eighth article of a series

By CHARLES W. HOYT

Strategy," by Leverett S. Lyon, published by The Macmillan Company, devotes three chapters amounting to ninety-eight pages, covering a subject to which is given the main title of "The Preparation of a Sales Force." The amount of space devoted to this subject indicates that for the purposes of these articles it would be entirely impractical to quote details of methods and to give examples. I must refer the sales manager who desires to go into the subject more thoroughly to the various sources of information which are available.

The Star Salesman

The man who relies on his own judgment to pick men often attempts to hire (so-called) star salesmen somebody else has trained. No great success of which I am aware has ever been

attained by such a method. The most successful organizations are composed of average men carefully selected and still more carefully trained. Star salesmen are valuable sometimes if you can find them, but

the real sales manager will have to attain his success with an organization of average men.

All sales managers are more or less superstitious with reference to seemingly minor points in the picking of men. A sales manager learns to be cautious through experience. If he has had bad luck with an Apollo it has a tendency to make him afraid of good-looking and particularly of pretty men. If he has had some indolent, fleshy type of man in his employ who fell down he is apt to decide that all fleshy men are indolent and careless. By the same token, if he happened to have in his employ a little wiry, nervous man who is a hard worker and a big producer he is inclined to think that his entire organization should be made up of this type.

In the selection of salesmen a good foundation is to have the

Like painting a Skyscraper with half a pint of Paint!

"YOU go out to the Pacific Coast," said the Boss to his salesmanager, "and grab some of that business out there. I hear the people along that stretch have more money to spend than those in any other part of the country."

"Fine," said the salesmanager. "You're going to back me up with some good advertising in the right papers, aren't you?"

"Yes, I've already instructed the cashier to meet advertising expenditures up to a total of \$500. Line up the big mediums out there in California, Washington and Oregon and send us a schedule. We'll rush copy."

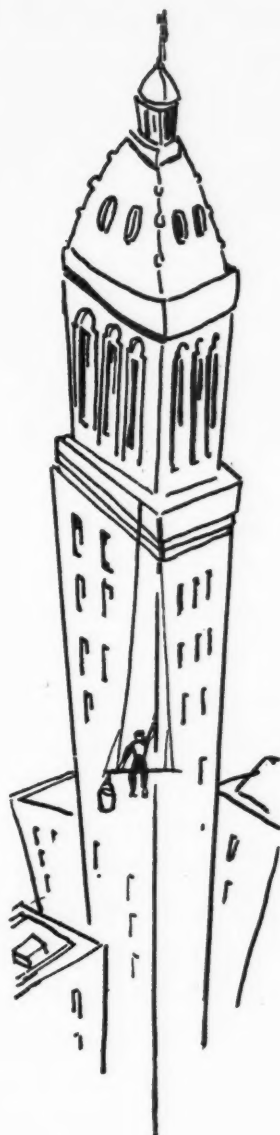
And the salesmanager, who'd never been West in his life before, and didn't know that it was as far from Los Angeles to Seattle, as it is from New York City to Jacksonville, Florida, beamed his pleasure as he left.

* * *

And then, recently, we received a letter from a prospective merchandiser of a grocery product.

"Send me a list of retail grocers in San Francisco," he wrote, "and in Portland, Seattle, Oakland, AND THE REST OF YOUR TERRITORY." (The capitals are ours.)

Gentlemen, we don't want to seem peeved about it, but for those of you



who are unaware of the fact, the Los Angeles market is **SOME MARKET** within itself, and you can cover it most economically with one paper. . . . The Los Angeles Examiner. But you can't cover it by advertising in a medium 400, 800 or 1500 miles distant.

The three states of California, Oregon and Washington alone comprise an empire of approximately a tenth of our nation, and contain 6,732,164 people, of which more than one-third are in the Los Angeles marketing area.

OUR MARKET is NOT Seattle, nor is it San Francisco, nor is it Portland, Oregon. **OUR MARKET**—The Los Angeles Examiner's market—is Los Angeles and the ten southern counties of California, and contains close to 3,000,000 people who rate higher in income-earning power than any other group of 3,000,000 anywhere in the world.

They own more automobiles per capita (averaging better than one to a family) than any other large group; they have a thousand dollars in the bank for every man, woman and child among them, and in Los Angeles they think so much of home-ownership that a new home is built every 46 minutes of every 24-hour day in the year, including Sundays!

It takes intelligence, team-work and money to enter this Los Angeles Market. But when you are in it you can harvest quicker profits, at less outlay than you can in any other large market in America. Write for information. We'll send you the CORRECT data for making plans.

195,000
Families Daily!

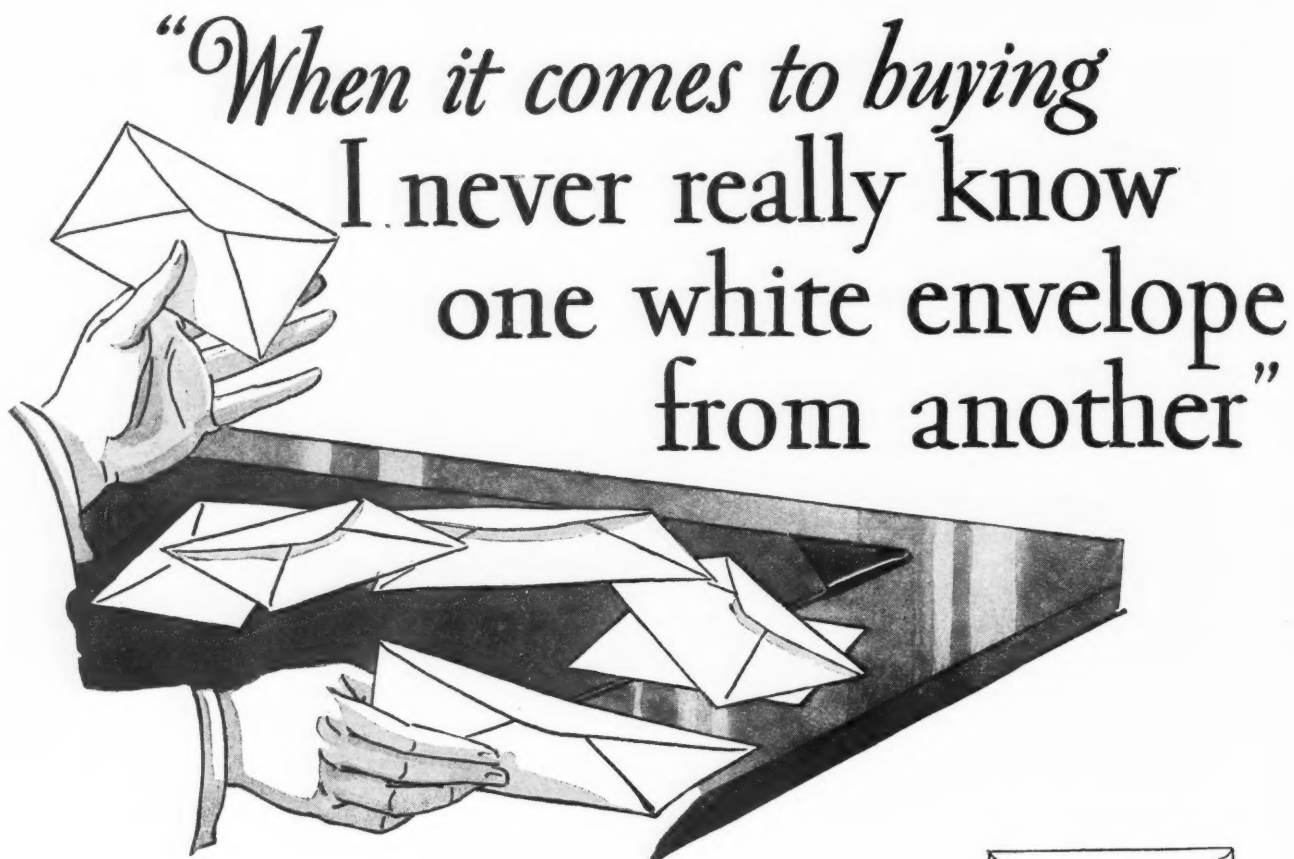
Los Angeles Examiner
CHARACTER QUALITY ENTERPRISE ACCURACY
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE THE GREAT NEWSPAPER OF THE GREAT SOUTHWEST

425,000
Families Sunday!

Mid-West Representative
Hearst Building, CHICAGO

Eastern Representative
285 Madison Ave., Room 1512, NEW YORK
1035 Little Bldg., BOSTON

West Coast Representative
571 Monadnock Bldg., SAN FRANCISCO



THIS business man's confession could be made by thousands — everywhere. To the non-expert buyer all white envelopes *look* pretty much the same. The real test of quality comes after they are mailed.

And if it happens to be *your* letter that arrives looking like the morning after, your polite correspondent doesn't tell you about it.

Now you can buy White Wove Envelopes made by the world's largest envelope manufacturers, water-marked with initials USE and *backed by a guarantee*.

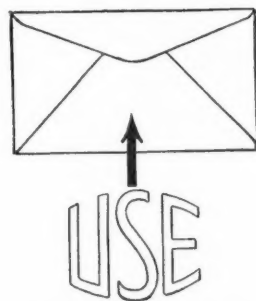
Ask your printer or stationer for Columbian USE White Wove Envelopes. Then you'll be sure of good quality, good writing and typing qualities, ample strength, and good gum.

UNITED STATES ENVELOPE COMPANY

The world's largest manufacturers of envelopes
SPRINGFIELD, MASSACHUSETTS

With fourteen manufacturing divisions covering the country

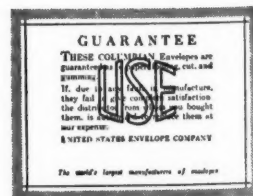
Columbian USE White Wove Envelopes are fine enough for your first class mail—and so reasonably priced that many firms use them in circularizing. All commercial and official sizes from 5 to 14, and Monarch. If your dealer does not stock them, write us.



The watermarked initials of the makers appear in every Columbian USE White Wove Envelope



Look for this box with the USE all-over design



This slip goes into every box—and, of course, we are right back of it

COLUMBIAN *White USE Wove* ENVELOPES

complete business history of the candidate. The man should be made to give in detail an account of every position that he has held since leaving school. You should insist that this business history be given with actual dates and you should look to see if there is any gap in the man's history which he has glossed over. I remember hiring a man who filled out his application, apparently giving his complete history. I didn't know it, but he had omitted one position by slightly extending the duration on two other positions. This man was compelled to take out a bond and the bonding company discovered this gap. On investigation, it found that he had been discharged from this missing position because of dishonesty.

Hiring New Men

I was taught that a man applying for a sales position who had a long history was a good man to leave alone. A long history means that he has had many positions. If, from the time he left school, for the following fifteen years, a man has held eight or ten positions, you may well be on your guard, because probably he is not of the right sort.

I will grant that, for some types of work, men move about to secure experience, but it is well to be on one's guard and to be confident that this moving about was for that purpose rather than because of poor performance. For sales managers who hire any reasonable number of salesmen the use of a printed application blank is valuable. The sales manager can find numerous examples of application blanks. In almost every book written on the subject are to be found forms of this sort. The service department of the magazine *SALES MANAGEMENT* provides a type of application blank which is most excellent.

However, such matters as having applications are elementary in these latter days of sales management. Sales managers are now playing with more important things in the selection of salesmen. Sales managers are talking about tests, ratings, facial

readings, judging men by physical contour and similar things. Many opinions are held as to the value of these systems. Surely one ought to be able to secure, from various sources, methods of selecting salesmen which will assure that the choices are more wisely made than when made on hit-and-miss methods. Certainly the hiring of men only to fire them after discovering that they are not worth while should be cut down to the minimum.



"THE man who relies on his own judgment to pick men often attempts to hire (so-called) star salesmen somebody else has trained," Mr. Hoyt says in this article. "No great success of which I am aware has ever been attained by such a method. The most successful organizations are composed of average men carefully selected and still more carefully trained. Star salesmen are valuable sometimes if you can find them, but the real sales manager will have to attain his success with an organization of average men."

A question commonly asked by those who have not had a large amount of experience in building a sales organization is as to the source of material for salesmen. I have been asked many times over the past twenty years, by manufacturers and merchants, as to where they should go to secure candidates for salesmen. I remember an interesting meeting of the New York Sales Managers' Club, the subject of which was "Sources For Securing Salesmen."

In general, an employer has a choice of looking to competitors in his own line—to firms who are not in his line and who do not compete—to educational institutions—and finally to what is

called "the unemployed." All of these sources are used by different firms. An excellent practice which I have recommended and which I have seen used with good effect is to adopt a policy of hiring, each year, a definite number of young men, selected with the proper qualifications, and putting those young men into various departments of the business with the thought that a reasonable proportion of them, after an interval of two or three years, will be available as salesmen.

If a man should make a practice of hiring two hand-picked young men each year and should treat those young men as candidates for the sales department, handling their education accordingly, it would appear that at the end of ten years he would have on hand some valuable men. I know it has worked that way with a number of firms with whom I am in close contact.

Where Are Salesmen Found?

The whole thing depends on the nature of one's business. I once knew a business which had found it rather profitable to recruit from teachers and preachers. I once heard a sales manager say that some of the most successful salesmen, whom he had secured for his own business, came from men employed by railroads. It is a mistake to set a hard-and-fast rule that you will not hire a person who is unemployed and that you will only engage those who have positions. At intervals over the past ten years business conditions have been such that many high-class men were out of positions, due to conditions over which they had no control.

Some people have an idea that they cannot secure good men by advertising for them. Advertising can be used in such a way that it will achieve almost anything desired in the way of securing men. About twelve years ago I was asked by a large life insurance company to plan some way by which they could secure four or five excellent salesmen who would develop into district managers. We attained this by a carefully thought out advertising

campaign. In this campaign we utilized the classified columns of certain magazines. We prepared two or three pieces of printed matter including one elaborate booklet for use in handling the inquiries. About ten years later, the head of that insurance company was good enough to say, at a large gathering of sales managers, that this work which we had done for him secured at that time four or five men who have proved to be among the best they have.

The first step, naturally, in the selection of men for any position is to have an understanding as to what the needed qualifications are for those who can fill such positions. This depends entirely on the type of business. Many things have been written about this subject. Sales managers have sent out questionnaires and asked other sales managers as to what they considered the qualifications necessary to make a good salesman. The results of these investigations vary. One which I have seen states that, out of three hundred answers, 26 per cent showed knowledge of product, 17 per cent sincerity, and 16 per cent hard work. Each sales manager in my opinion must decide these things for himself and not to follow too accurately the results of such general questionnaires.

Rating Systems

ONE method for securing a proper standard of qualification is to study the reasons why salesmen have failed within your own organization. Here again we must admit that after all it is a matter of judgment because no sales manager can say, definitely, as to the reason why a man failed. In large institutions, such as insurance companies who employ a great many agents, it has been found valuable to keep records of the judgments of the managers as to why men fail. From these statements as to why they fail it has been possible to build up standards of qualifications.

A sales manager might well set down on paper an outline as to

what he believes is the job of his salesmen. Putting these things down on paper will help him very much to decide as to the qualifications needed.

Some people have endeavored to show, by experimenting with a large number of salesmen, that there may be some connection between the height, the weight and the age of men which determines their chances of success. I doubt that this is of any particular value to the practical sales manager.

"Group" Interviews

DURING the war the United States government made much use of rating systems. Thousands of men saw these in use and many have since adopted them in connection with the selection of salesmen. I believe the use of these ratings, by comparing the candidate with typical, ideal men is worthy of consideration. However, a little knowledge is a dangerous thing. One well-known sales manager said recently, "It would seem to the tyro that the selection of salesmen by the charting of his attributes and the averaging up of the points earned looks like a somewhat cumbersome method and one which can only be used by men after they are thoroughly convinced it also is reliable."

Under the method of rating as it is employed by some concerns five or six executives within the firm looking for the man check him up, on his appearance, language, conceit, snobbishness, general intelligence and whatever other qualities their salesmen should have. Of course, it is necessary, when the test is prepared, to decide what the job demands. Each executive meets the candidate alone and gives a rating to him on each of these qualifications. After each man has interviewed the candidate they take the combined judgments of the four or five executives who interviewed the man and from these judgments get a pretty good average on the applicant's ability and his possible usefulness in the organization. I think that this rating system has considerable merit along with other things.

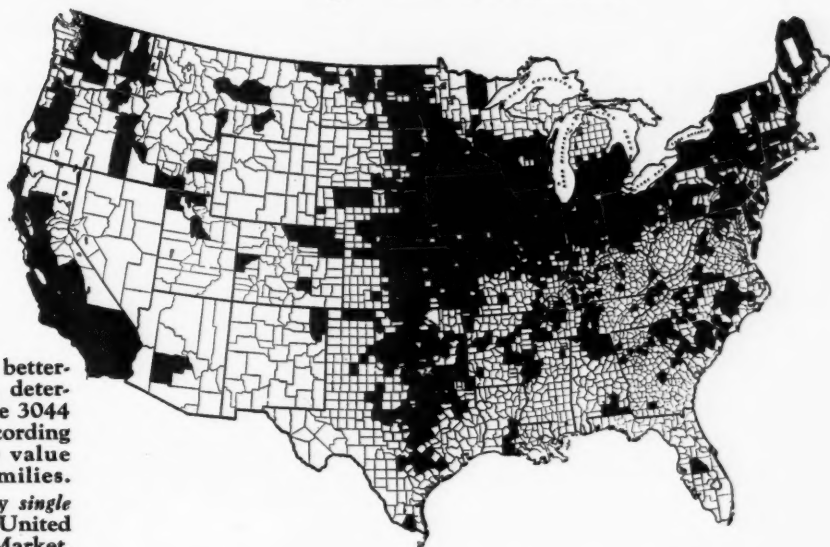
Under this system, where five or six executives each separately interview a candidate, a general practice is to nominate five men who are at present in the employ of the company or who are known to each of the interviewers. Then the interviewer compares the candidate, on a number of counts—perhaps five or six—with some one of these five men. To illustrate: the interviewer may be judging the candidate as to appearance and manner and he gives his opinion of the manner in which the applicant might impress a potential customer, with reference to his general appearance, or his general manners, as compared with the model type.

Remember, however, that men, in selecting salesmen or any other employee, are likely to judge men or to select men of their own type. There are men in business today who are of the manufacturing or financial type of mind, men who are more closely connected with other problems than those of selling. When such men attempt to select salesmen by using their own judgment the selection is not of the best. Such men do not understand and are not sympathetic with the necessary requisites of the salesmen. Such men will misjudge men by their personal appearance.

Territories and Men

ONE of the greatest sales managers of my acquaintance has had much to say about territorial requirements in selecting men. He relates experiences which he has had himself and more particularly which he has observed in others, such as taking a Boston man (as an illustration) to New York City and having that man fail. He thinks that it would probably be a most unwise thing to select a northern man, a New England Yankee, and expect him to be a success in the South. A man who might sell in Maine would be a failure in Texas, because the characteristics that appeal to the Maine trade might prove repulsive to the trade in Texas. It is necessary to have a clear understanding of what is wanted in each territory before one decides how to judge men.

The Primary Farm Market by Counties



The black areas comprise the 1198 better-than-average agricultural counties, determined by correctly rating each of the 3044 counties in the United States according to farm income, farm property value and number of white farm families.

No arbitrary group of states, nor any single state, but the best counties in the entire United States, constitute the Primary Farm Market.

If you haven't compared the location of trading centers with the true location of the Primary Farm Market—you should

Only 35% of the total land area of the United States is in the 1198 counties which comprise the Primary Farm Market. Yet in these 1198 counties are located 60% of all trading centers of over 1000 population—an average of 3.31 in each county, which is $2\frac{1}{3}$ times the average for all other counties in the United States.

Advertisers who sell to farmers will find it most profitable to concentrate their major selling effort in the Primary Farm Market—in those 1198 counties in which are located

69.4% of all farm income
74.1% of all farm property value
59.9% of all white farm families
60% of all important trading centers

and in which is located

75.9% of The Farm Journal's circulation.

And this can be done at less cost per page per thousand farm circulation in The Farm Journal than in any other media. The Farm Journal is first in the Primary Farm Market with the greatest volume of R. F. D. circulation—the most reliable gauge to real farm circulation.

1,400,000 Circulation

The Farm Journal

first in the farm field

PHILADELPHIA • NEW YORK • BOSTON • ATLANTA • CHICAGO • SEATTLE • SAN FRANCISCO • LOS ANGELES

SALES MANAGEMENT, APRIL 16, 1927

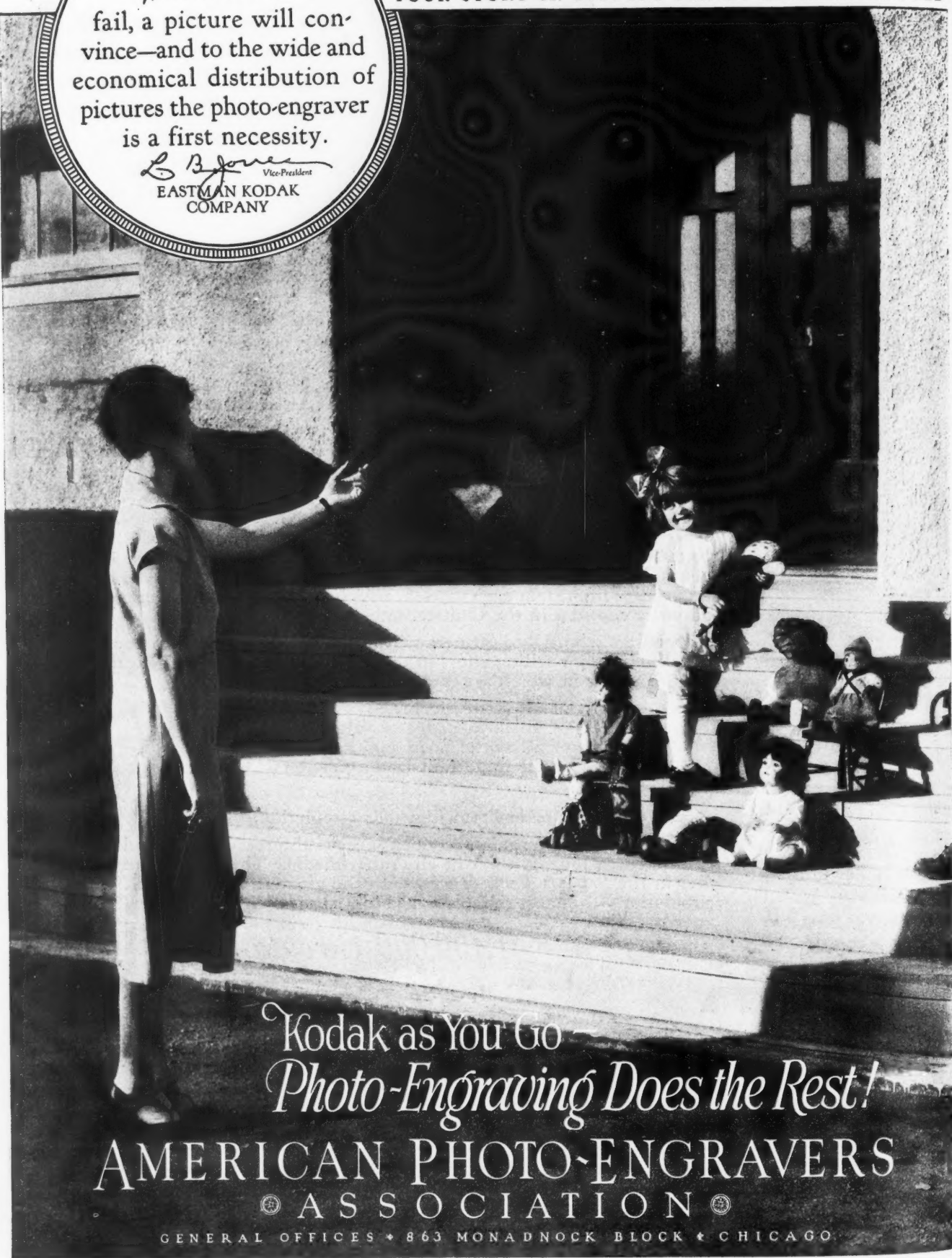
[739]



When words
fail, a picture will con-
vince—and to the wide and
economical distribution of
pictures the photo-engraver
is a first necessity.

L. B. Jones
Vice-President
EASTMAN KODAK
COMPANY

YOUR STORY IN PICTURE LEAVES NOTHING UNTOLD



Kodak as You Go
Photo-Engraving Does the Rest!

AMERICAN PHOTO-ENGRAVERS
ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Copyright 1927, American Photo-Engravers Association

The Plan Behind the Big Increase In Endicott Johnson Sales

(Continued from page 700)

With the employees personally interested in the success of the business as a whole, a high degree of industrial efficiency was obtained, with uninterrupted production and uniform workmanship. The company gained a national reputation not only for its liberal labor policies, but also for a good grade of boys' and men's work shoes. These factors and their resulting manufacturing and distributing efficiency now constitute an important feature of the Endicott Johnson proposition as it is presently being unfolded to dealer prospects.

Just about the time the company decided to expand further in the direction of women's and children's shoes, a very decided change in the buying habits of the public became manifest throughout the country and was reflected in dealers' purchasing policies. "Hand-to-mouth" buying had set in. Style became the paramount factor in women's shoes, and quite important in men's, boys' and children's lines. Wear, fit and price became relatively less important. Dealers, especially the larger ones, reduced their stocks and began buying piecemeal, demanding frequent style changes, and frequent, prompt deliveries.

Hand-to-Mouth Buying

Among the first of the larger manufacturers to recognize the change and realize its significance was George F. Johnson, president of Endicott Johnson Corporation. In response to a canvass query from the Farmers' Loan and Trust Company, as to what he was doing to counteract the tendency, Mr. Johnson wrote:

"We accept the situation of 'hand-to-mouth' buying as a fact, and do not expect any change. . . . Style shoes limit production and increase cost. Mass production can only be considered practical in a few staple shoes sold at low

price. Adjustments must be made by leather manufacturers, shoe manufacturers and distributors. I am asking the machinery people to help us with more efficient machinery, so that we can move quickly, and produce and deliver faster. We are reorganizing our style factories on a quick turn-over basis."

The Style Factor

That was what happened. The company put a "high end" on its line of staple shoes, stepped up its product generally, and was able to go before the trade with a complete line of staples and novelties. National advertising was begun a year and a half ago, emphasizing fit, wear, style and price, and laid the foundation for a general demand on the part of the public for E-J shoes. With this accomplished and the line still further improved, the advertising copy policy was narrowed to emphasize the style appeal, and the company was prepared to interest the country's large retail dealers.

Conditions in the retail shoe trade for several years have been anything but happy. Just as in the manufacturing end, retail competition has been most intense, with probably too many shoe dealers in the field. A complication of real consequence developed when the style sense of the public, previously dormant or non-existent, became pronounced, and people began buying shoes not only on a style basis, but on the basis of the latest style, and the latest style came to mean a new style every other week.

In the face of this development, the retail trade, following the path of custom and tradition and, due to lack of business acumen and need for more credit so far as the smaller dealer was concerned, and in pursuit of a policy of independence on the part of the big stores, continued to buy

from many manufacturers, apparently in the continued basic belief that all shoes were still staple. The result was of course that most retail shoe businesses were over-stocked, their merchandise did not turn over rapidly, and they were forced to resort to frequent sales at sacrifice prices. Very few were making money. It is common knowledge that the shoe department was frequently the least profitable in department stores.

The Endicott Johnson proposition flashed a way out of this situation. They were able to offer each dealer a fully rounded stock of staple and novelty shoes to meet the demands of the whole family, to show each dealer exactly what he needed in numbers and sizes for his particular trade, to keep both numbers and sizes filled but not over-stock, to give to each store a more or less standardized conception of style, quality and merchandising, and to do it all with a nationally advertised shoe.

Use Business Papers

With the national advertising in swing and influencing public demand, an intense trade paper campaign was inaugurated. The copy policy was to alternate between selling some phase of the organization, product, or service, and the national advertising. By reproducing consumer copy in the trade papers, dealers were informed of the particular styles and numbers to be featured in the advertising sufficiently in advance to enable them to stock up. This of course merely supplemented the efforts of the manufacturers' selling organization.

The moment a piece of copy was decided upon, proofs were immediately placed in the hands of the salesmen along with samples of the shoes to be advertised. Their orders were to push the advertised numbers, but to

advise dealers that their entire stocks would be helped by the advertising. Every effort was made to induce dealers to tie-in with the national campaign through the local newspapers, window displays, and with store and outdoor insignia.

The collaboration of the newspapers was invited, and they have been doing valuable work in obtaining dealer tie-up. Free mat and plate service was provided, and the dealers' ads did not attempt to steal the copy for the manufacturer. The brand name was in modest type, just adequate to identify the ad with the national campaign.

One interesting suggestion for dealer tie-in with the national campaign was to have the Saturday Evening Post, on the date of its issue, placed prominently in the display window, open to show the Endicott Johnson ad illustrating a particular shoe. The actual shoes to be placed beside it. In other words, the thing that Gimbel's did with their newspaper advertising all dealers were asked to do in their window display.

The Portfolio Presentation

Aside from the advertising, perhaps the most effective single means of presenting the proposition to dealers in its full perspective is a more or less voluminous portfolio, almost luxurious in material and appearance, and bearing in gold letters on the rich leather cover, the words "The Endicott Johnson Proposition." The portfolio contains impressive photographs of company officials, single and composite views of the factories and warehouses, and group photographs of the employees at work and in athletic, recreational and social gatherings. Actual photographs are used, and each carries a brief description, printed in large, bold type, readable at a glance.

Various phrases of the company's styling, manufacturing and distributing facilities are portrayed and briefly explained. Every shoe number in the company's current stock list is pictured in miniature. The current ads in national magazines and

key newspapers are reproduced. Figures are given showing the number of families reached by the advertising in any given locality. Finally there is a brief and explicit statement of what the Endicott Johnson product, organization, service and merchandising program mean in terms of retailer merchandising. The portfolio has been made up in loose-leaf form, so that it may be supplemented and kept up to date.

The Easter Sales Program

While the proposition book has been expensive to prepare, one has been provided each salesman, and as a graphic panorama of the organization back of him it has had the effect of selling him on his own job in a way that selling talks and sales tracts never could do. The proposition portfolio itself was made the subject of one entire piece of trade paper advertising.

The manner in which this company brought the merchandising of its proposition to a focal point in connection with its Easter sales program is illustrative of modern methods in aggressive, co-ordinated selling on a national scale. Easter week, the biggest shoe week in the year, began April 11. On Thursday, April 7, the Saturday Evening Post appeared with a two-page, four-color Endicott Johnson spread, showing half-tones of four shoe numbers, one each for men, boys, misses and children, and each in two variations—eight numbers in all, with the stock numbers given. They are announced as the Endicott Johnson offering of Easter styles in shoes. Readers are urged to see the shoes in the show windows of Endicott Johnson dealers. An illustration of a typical store window with a special Easter trim is set off in the lower-right-hand corner. The same message, with the same illustrations, appeared in Sunday newspapers on April 8, in rotogravure, using color where available.

As the first step in merchandising the Easter sales program to the trade a four-page, two color insert was used in the trade publications of March 12. Two pages

reproduced the Saturday Evening Post copy in full, under the caption "April 7 to 16 Can Mean a Lot to You." A third page showed the extent of the Easter newspaper advertising, with a cut running the full length of the copy and showing the first pages of numerous key-city newspapers. The fourth page described the Endicott Johnson Easter sales program in full, stressing local advertising and window display tie-in. It explained to the dealer exactly how to merchandise his Easter style numbers.

During the week preceding the appearance of the trade paper advertising, copies of the insert were sent to all salesmen, together with samples of the numbers featured, which are naturally the latest addition to the Spring line. In addition, broadsides of the window display and advertising has been mailed to all dealers, urging them to participate. The window trim, which cost approximately \$4.50 was offered free, but only on specific request from dealers or salesmen. Demand at the time of writing this article indicates that the Endicott Johnson trim will appear in more than 10,000 display windows throughout the country during Easter week.

A Window Tie-Up

While dealers are usually required to pay at least part of the cost of "helps" of similar quality and value, the manufacturer made an exception in this case in order to insure success. Unquestionably the value of his advertising will be multiplied many times by the nation-wide window tie-in. And inasmuch as shoe store windows have been notoriously overloaded, there was the further object of giving dealers a practical demonstration of effective window trimming.

So far as the actual selling of the Spring numbers is concerned, salesmen were required to give advance estimates of anticipated sales in order that stocks might be accumulated. Factory orders greatly in advance of the estimates were sent through, yet the line was over-sold in advance of the last shipment date.

An easy guide to sales in The 49th State



HOW can you pile up the big business volume that's coming to you in this rich "St. Louis plus" market? . . . What is the easy, economical method?

Why not take your cue from the other people who are making big sales quotas here? . . . They have found the way. The example they have set has proved sound and highly profitable.

For instance, we list here the lines of business in which The Globe-Democrat carries the great volume of display advertising . . . A pretty good index for any selling organization.

In all these lines The Globe-Democrat led all other St. Louis newspapers in display advertising in 1926. In many lines The Globe-Democrat has held this leadership for years. In some lines this great paper carries more advertising than all other St. Louis newspapers combined.

Naturally . . . The Globe-Democrat is delivering to these advertisers the real purchasing power of St. Louis . . . And beyond St. Louis—in the other towns of The 49th State—The Globe-Democrat is supreme, unchallenged.

The daily circulation of The Globe-Democrat exceeds that of the runner-up by 27,000.

The Globe-Democrat in 1926 led all St. Louis newspapers in the display lineage carried in all the classifications listed below. The asterisks indicate the number of years, during the last five years, in which The Globe-Democrat has held leadership.

- | | | | |
|--|--|---|---|
| **** A dvertising Agencies | **** D airies and Dairy Products | **** M iscellaneous Wholesalers | **** S chools and Colleges |
| **** A musements
(not including Photography) | **** E lectric Refrigeration | **** N ewspapers | **** S ervice Garages |
| **** A utomobile Passenger Cars | **** F lorists and Seed Stores | **** O ffice, Store and Factory Equip. | **** S porting Goods |
| **** B anks
(exclusive of Savings Accounts) | **** F urniture, Rugs and Carpets
(not including time-payment) | **** O ils, Gasoline and Greases | **** S teamships and Travel |
| **** B anks
(Savings Accounts) | **** H otels and Resorts | **** P hotographers | **** T axicab Companies |
| **** B ond and Stock Brokers | **** I nsurance | **** P rinters and Stationery Stores | **** T obacco and Tobacco Products |
| **** B ooks | **** J ewelry
(not including time-payment) | **** R ailroads | **** T ractors and Farm Imp'ts |
| **** C hurches and Religious | **** M agazines | **** R eal Estate | **** T rucks |
| **** C oal and Ice | **** M en's Clothing Stores
(not including Credit Clothing Stores) | **** R estaurants | |

St. Louis Globe-Democrat

The Newspaper of The 49th State

CHICAGO
GUY S. OSBORN
360 N. Michigan Blvd.

NEW YORK
F. ST. J. RICHARDS
Room 1200, 41 Park Row

DETROIT
JOS. R. SCOLARO
3-241 General Motors Bldg.

SAN FRANCISCO
C. GEORGE KROGNES
First National Bank Bldg.

LONDON
DORLAND AGENCY LTD.
16 Regent St. S.W.1



As Advertising, a Lot of Copy Is Sleeping Potion

EVERY now and again somebody rises up to denounce the general stiltedness and pomposity of advertising copy, and to berate the advertising agencies for not developing writers who are capable of presenting a subject in a human and a natural way. Mr. Cyrus H. K. Curtis took a crack at the agencies on this score at the last meeting of the Audit Bureau of Circulations, and I have been reading of late a number of homilies in the advertising journals along the same general lines.

A number of people seem to have discovered almost simultaneously that most advertising talks as if its mouth were full of cotton batting, and most of them appear to agree on the thesis that the agencies ought to do something about it. There seems to be a general suspicion at least, that most of us could write a whole lot better copy if we really wanted to, and to charge us with neglect of what is actually the most vital branch of our business—the delivery of an intelligible and persuasive message.

"Desirable" Copy

I HAVE no quarrel with the critics on the score of what is or what is not desirable copy. They are in general entirely right about it. Human and natural copy is certainly a highly desirable commodity, and it is also a bird of extremely rare plumage in the advertising aviary. But, if the critics will allow me to say so, the fault does not lie in the unwillingness or the inability of the agencies to appreciate good copy, or to develop writers capable of producing it.

It is hardly fair, I think, to blame the agencies for not producing something that is very emphatically not wanted. The

And This Writer Tells Why It Isn't the Agent's Fault That So Much Advertising Has Less Than One-Half of One Percent Kick

By CHELTENHAM BOLD

principle of supply and demand applies to the agency quite as definitely as it does to the producer of more tangible things, and the grade or quality of the copy is determined inevitably by the willingness of the advertiser to accept it. I think you will agree that there is little merit in encouraging a copy-writer to produce something that is not wanted, whether he is

OUR old friend Cheltenham Bold has been on a vacation. Now he's back, in no better humor than he was when he kicked up such a furore several years ago. This time he takes off his kid gloves and goes after the manufacturer who refuses to turn the copy writers loose to produce virile advertising. He tells why there is so much colorless copy being printed by advertisers who ought to know better. You'll have a better understanding of your advertising agent's problems if you read this article through to the end.

actually capable of doing so or not.

It is a very rare advertiser indeed who does not regard himself and his product with such serious earnestness that any attempt to refer to them lightly or naturally will be resented. Copy that is human and natural must of necessity approach the subject from the point of view of the natural and normal outsider, to whom the particular product is of extremely slight importance in the scheme of things.

That, from the advertiser's point of view, is something closely bordering on sacrilege, no

matter how closely it may approximate what the consumer wishes to be told. The stilted, and pompous, and generally insufferable stuffed-shirt phraseology of much of our copy is so written, not because the writers were capable of nothing

better, but because the advertiser would by no means be persuaded to accept anything else.

"My dear, it is simply marvelous! I never dreamed of anything so truly delightful." So indites the copy-writer, with his tongue in his cheek the while. He knows as well as you do that women don't talk that way outside of advertisements or Bertha M. Clay fiction, but what would you have?

Writing Copy to Order

IF he wrote as women really talk about the advertiser's product (assuming they are likely to discuss it at all over the bridge table), he can see himself decorated with the order of the wild raspberry, and his boss would in all probability have visions of losing the account. The copy-writer, first and foremost, has got to produce something that the advertiser will accept, whether it meets his own standards of good copy or not. Very frequently it does not. But again, what would you have?

I can assure you that copy-writers, as a class, are not so dumb as the bulk of their literary output might indicate, nor are they so infertile in imagination as their critics are wont to suggest. And the recommendation that agencies should develop copy-writers that are capable of producing human and natural copy is scarcely in line with the practical problem involved. The practical problem that confronts the agency is that of developing

(Continued on page 777)



The NEWSpapers Pull Record-Breaking Crowds *IN DENVER*

After more than 4,000 women, braving a snow storm, had filled the City Auditorium, thousands of others were turned away from Mrs. Chitwood's Cooking School as a result of the pulling power of The NEWSpapers of Denver.

Beginning next week THE NEWS will conduct a permanent Free Cooking School under the personal supervision of Mrs. Helen Harrington Downing, former director of home economics for Armour & Company and Calumet Baking Powder Company.

FOR SURE RESULTS—SPECIFY THE NEWS

THE ROCKY MOUNTAIN DENVER EVENING NEWS

SCRIPPS-HOWARD NEWSPAPERS

NATIONAL REPRESENTATIVES—ALLIED NEWSPAPERS, INC.

San Francisco
Detroit

250 Park Ave., New York City
410 N. Michigan Blvd., Chicago, Ill.

Los Angeles
Seattle

W. C. BUSSING, Advertising Manager
McHENRY TICHENOR, National Advertising Manager

Coffee Sales Battle Holds Stage In Kansas City

LEADING all other sales and advertising activities in Kansas City at the present time are the campaigns of the Hills Brothers Coffee Company and the Folger coffees. In addition to energetic newspaper and outdoor advertising promotion, both are featuring heavy sampling campaigns.

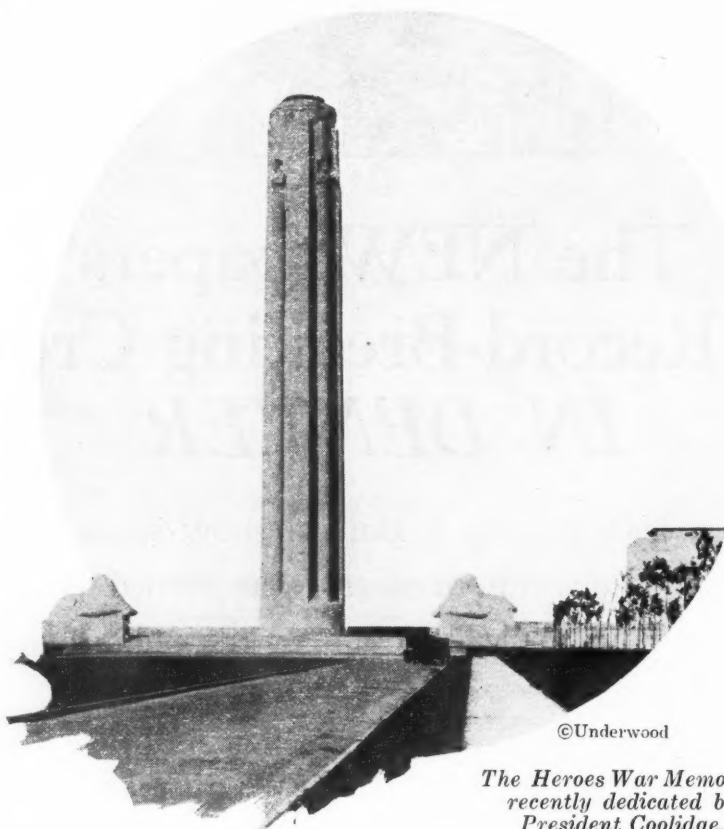
Where even the most energetic advertisers in other lines are letting loose their heavy artillery in the Sunday papers, these two coffee roasting firms are coming out daily with full page ads in the Kansas City newspapers.

The campaigns of both are energetic and persistent, and each is spending thousands of dollars, in a relatively short time, in newspaper advertising alone.

Hills Brothers coffees are benefiting by a great sampling campaign, 80,000 half-pound samples being sent out in a short period of time to persons in Kansas City and over rural Missouri. Folgers, too, are engaged in a great sampling campaign, but its distribution is spread over a longer period of time, and not concentrated like that of Hills Brothers.

Chevrolet has established a large, distinctive electrical sign in the heart of downtown Kansas City. While most of the car agencies boast electric signs in connection with their local showroom, Chevrolet has broken way from this ordinary practice and created a highly individual electric sign right downtown, at such a height and of such a size as

Hills Brothers, Folger's, Chevrolet, Frigidaire, Nutrena, Maytag, Among Most Active Sales and Advertising Campaigns Now On In Kansas City



©Underwood

The Heroes War Memorial recently dedicated by President Coolidge.

to be visible practically all over the business district.

The Zahner Manufacturing Company, makers of large ranges for restaurant and hotel use, also retailers of washing machines, report that in their line sales have been increased by the discontinuance of outside salesmen, and the substitution of direct mail advertising. Circulars are printed in quantities of 3,500 (at a cost of twelve cents including postage), mailed out in limited quantities at intervals of about four days, and sales made as a direct result of contacts thus established. Carl Zahner is much pleased with the results of this new system successfully tried out here, reporting that it is an effective and moderate-priced form of advertising.

Zahners manufacture and sell, just in the Kansas City territory, an oil heater for an average size house, at \$350, a somewhat larger size at \$375, and the commercial sizes, for heating apartments, hotels and business places, at varying prices, the heaters being made to order for these customers. Advertising is also carried on aggressively in the newspapers, as well as through the circulars.

The Wynn Typewriter Company, typical of the best firms along this line in Kansas City, reports that business is at least up to last year's standards, and perhaps just a little more active—good proof that no ground has been lost in this line. "Re-orders are one of the big factors in keeping our line of business up

to normal, with only a moderate amount of advertising," says the manager of this firm. "The demand for typewriters, as well as for service and repairs, is rather stabilized, since these have become necessities, and are not at all in the luxury class."

National advertising of radios and accessories, frequently connected closely with advertising of local distributors, continues to loom large in the local newspapers, comparing quite favorably with automobile publicity.

While somewhat late in the season for radio advertising, the Sunday newspapers reveal generous spaces taken by Radiola, Wurlitzer radio (this firm has a store in Kansas City) and in the line of accessories, Majestic B

The Kansas City Star goes Everywhere in Kansas City



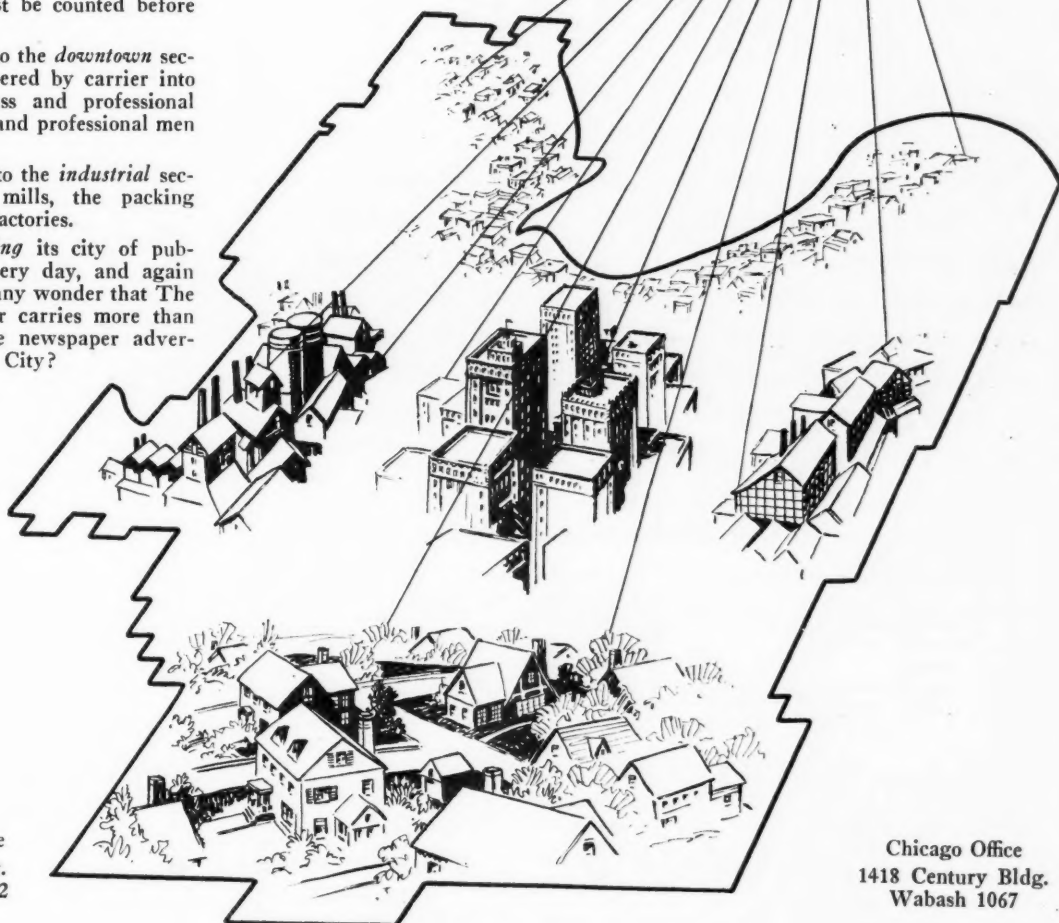
So *thorough* is the Kansas City Star's circulation, so *complete* its coverage, that there are actually delivered by carrier, *twice* daily in Greater Kansas City, more copies of The Star than there are families in the city.

The Star goes into all classes of homes. The homes of the *rich*. The homes of the *near-rich*. The homes of the *middle* classes. The homes where every penny must be counted before it is spent.

The Star goes into the *downtown* sections. It is delivered by carrier into the city's business and professional offices. Business and professional men *need* The Star.

The Star goes into the *industrial* sections, into the mills, the packing plants and the factories.

Literally *saturating* its city of publication *twice* every day, and again on Sunday, is it any wonder that The Kansas City Star carries more than two-thirds of the newspaper advertising in Kansas City?



New York Office
15 East 40th St.
Vanderbilt 10172

Chicago Office
1418 Century Bldg.
Wabash 1067

THE KANSAS CITY STAR

A Quarter of a Million Twice a Day



Who Said There Was
Nothing New Under the Sun!

CORRUGATED **AMCOR** DISPLAYS

SUCCESSFULLY exploits any article—Fits all windows—Small and large—Colorful—Unique — Arresting — Flexible — Extremely light in weight—Shipped in rolls—Easily handled—Requires no costly containers merely for protection—Maximum display—Minimum window space—Equally effective as interior wall frieze—Assured of dealer acceptance and actual use—Produced “so that he who runs may read.”

SOME AMCOR USERS

WRIGLEY'S
GOODYEAR
WESTINGHOUSE
LUCKY STRIKE
MAVIS
GLOBE STOVES
LEIGH PERFUME

WARD'S BREAD
CONN BAND INSTRUMENTS
GENERAL TIRES
FARRAND SPEAKER
CORTEZ CIGARS
FIDELITY HAMS AND BACON
PHILADELPHIA INQUIRER

Represented in Principal Cities



batteries are represented by a three-column, seven-inch space, and Philco Socket Power, for operating radios from an electric bulb socket, are represented by a three-column, twelve-inch space. In connection with much of this national radio and accessory advertising, in local papers, local distributors buy space immediately above or below the manufacturer's advertising space, and thereby profit more directly.

Electric Washers Advertise

Among local manufacturers, the report of the Federal Cash Register Company, making their own product, is encouraging in the extreme. This firm, which employs 100 men, and ships its products to five continents, states that it has upon its books orders for \$1,500,000 worth of Federals, which is unusually good for this season. This concern makes special cash registers for use in Japan, the Latin countries, and many others.

Both the Maytag and Faultless washing machine companies are advertising regularly, most of these ads running about two-column, twelve inches deep, and appearing each Sunday, as well as once or twice during the week.

Local Maytag outlet stores are featuring special window displays, with one washing machine, in an artfully created background of lights and colored crepe paper, hung in ribbons in several colors. A large photo of Mr. Maytag is used in connection with the display. Faultless is pounding home the economy idea in connection with their present price on washers. Automatic washers are featured in half-page Sunday advertising.

This being the beginning of the big “chick” season in the Southwest, when incubators are hatching out their initial broods, Nutrena, the cod liver oil chick mash, is using full pages in the Sunday papers to bring their product to public notice. In a recent page ad, the names and addresses of almost 2,000 of their dealers were featured on either side of the body of the advertisement.

Simmons bed springs are being featured in two-column, twelve-inch ads, and local dealers are featuring specially effective window displays, showing interior construction in connection with the firm publicity.

Special demonstrations of Frigidaire products, staged at Fifteenth and Grand Avenue, in February, the exhibit occupying almost a quarter block, and being well-conducted, aroused genuine interest throughout Kansas City in electric refrigeration. Some of the furniture stores are now, as a result, selling refrigerators which may be equipped for electric refrigeration, or may be used as they are, until such time. Recent Frigidaire advertising has been of the two-column, six-inch type, and this product is also being exploited successfully via the billboard route.

Automobiles Driving for Sales

The Kansas City Automobile Show, lasting a week, gave great impetus to motor car advertising during that period, and for a subsequent week or two, with almost every make of car using full pages during that time. Now this advertising has subsided to normal, with quarter and half page ads in the Sunday papers.

Among the cars using quarter and half page spaces each Sunday, and also some space during the week, are the Willys-Knight, Chevrolet, Chandler, Buick, Pierce-Arrow, Auburn and Gardner.

Walter S. Dickey, manufacturer of clay products, one of Kansas City's greatest industries, is using two-column, six-inch ads. The Kansas City Gas Company is using full page ads to push its wares, gas stoves, ranges, washing machines and gas heating plants, and the Power and Light Company is using similar space to sell electric ranges, heaters, vacuum sweepers, and floor polishers.

The P. A. Geier Company of Cleveland, manufacturers of electric products, has placed its advertising account with Frank Seaman, Inc. of New York.

SPARTANBURG, S. C.



Are You Selling the Southeast?

IF YOU'VE been trying long-distance selling, you know the indifferent results. It's the salesman on the scene combing the market month after month that brings home the bacon.



That's why it will pay you to centralize your Southern selling in Spartanburg, South Carolina, the Hub City of the Southeast. Your salesmen working from this center can cover a market of more than 13,000,000 people with real buying power. Here you find unrivaled transportation facilities with the addition of highly developed state-wide bus lines. More calls per trip!

The newly prepared Marketing Survey of the Spartanburg Trading Area will give you a real story of this great Southeastern market. Write for it today. Due to our desire to avoid a promiscuous distribution, please make your request for the Survey on your business stationery.

INDUSTRIAL COMMISSION

1150 MONTGOMERY BUILDING SPARTANBURG, S. C.

SPARTANBURG

"The Hub City of the Southeast"

SOUTH CAROLINA



MARKET: In the heart of the great Southeast—a market of 13,000,000 people with real buying power.

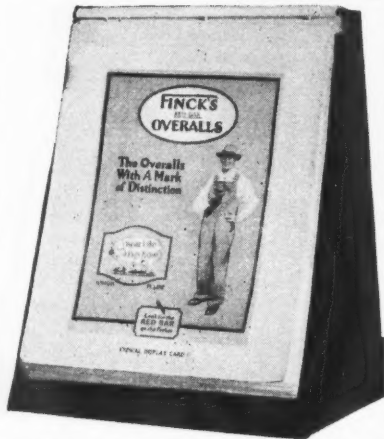
TRANSPORTATION: Two trunk lines to the Middle West—two to the Atlantic Coast—on the main line of the Southern Railroad from New York to New Orleans.

TRAVELLING: 33 passenger trains in and out of the city every 24 hours. A network of bus lines covering the state. Large, modern hotels everywhere.

PRESTIGE: A progressive, well-known city—at present used as a Southern Distributing Center by more than a score of national manufacturers.

**"—opened
accounts merely by
showing the Portfolio."**

W. M. Finck Co.



Pyramid Sales Portfolios are used to sell everything from colortype and automobiles to overalls. W. M. Finck Company's salesmen are opening new dealer accounts in many cases by merely permitting the portfolio to tell the story. Read what Mr. Lee, Advertising Manager, writes about this new "Sales Maker."

You may be interested in knowing that our salesmen are very much pleased with the portfolios which you sold us and which we filled with our advertising plan and showing of our dealer helps.

The portfolio enables us to present our sales plan in such a way that several of the salesmen have reported that on many occasions they opened accounts merely by showing the portfolio and without showing samples of the merchandise.

We feel very much pleased with our purchase and will certainly order more Pyramid Sales Portfolios, from time to time, as we need them.

"ASK THE MAN WHO USES ONE"
Our 16 page booklet, "Pyramiding Your Profits," covers both the single and double visual, very completely. Ask for your copy.

**Pyramid Sales
Portfolio**

U. S. Patent No. 1577697



Pyramid Sales Portfolios have interchangeable adaptors permitting one binder to be used for two or more sales messages.

**Michigan
Book Binding Company**
1036 Beaubien St. Detroit, Mich.

Advertising Taps New Markets for Thirty-Year-Old Product

(Continued from page 694)



One significant evidence that the American public has come to accept the idea of drinking through a straw is evidenced by the fact that few drinks are now pictured without straws as part of the pictorial composition

"Tastes Better Through A Straw"
—that the use of straws prevented gulping and thereby aided digestion. Consumers were asking their neighborhood druggists for "a few straws." The demand reached the point where some of the ten cent stores put straws up in paper bags and sold them for five or ten cents a bag.

It therefore seemed a natural step forward, and the Stone Straw Company developed a home package containing approximately sixty-five straws to retail at ten cents. These ten cent packages were packed twelve to a carton in an attractive display case for the druggist's fountain or counter.

Tests were made in a number of cities to prove that the item would sell if properly displayed and to determine in what kinds of stores and in what neighborhoods the goods moved best. As a result of these tests a plan was developed which in 1925 resulted in the obtaining of distribution for the home package in 18,000 drug stores throughout the United States. This initial distribution was limited to drug

stores with ratings of \$10,000 or more.

The marked increase in the sale of Stone's straws has often brought forth the comment that the increase is not surprising and that it merely reflects the increase in the sale of soft drinks throughout the country. I have obtained figures purporting to show the development of the soft drink business in America since 1920. These include census figures from the United States Department of Commerce in regard to the production of carbonic acid gas for each two-year census period from 1919 to 1925. I have also been able to obtain figures showing the approximate number of metal bottle crowns manufactured in America. These crowns are used in the capping of all bottled carbonated beverages and many non-carbonated beverages.

How Sales Have Grown

The accompanying charts show (1) the trend of sales of Stone's straws by cases from 1921 to 1926 inclusive; (2) the production of metal bottle crowns for the years 1920 to 1926 inclusive, and (3) the production of carbonic acid gas for the years 1920 to 1925 inclusive (census figures seem to be available only in two year periods and figures including 1926 production of carbonic acid gas will, on this basis, not be released until the end of 1927). Figures given for bottle crowns indicate the number of gross of crowns manufactured and the figures for carbonic acid gas indicate pounds.

It is interesting to note that the sale of Stone's straws for the six-year period ending 1926 is out of all proportion to the increase in the sales of bottle crowns and carbonic acid gas, two products, the sales of which would immediately reflect any marked change for good or bad in the sale of carbonated beverages.

CAN A MILLION PEOPLE BE WRONG *in their choice of a newspaper?*

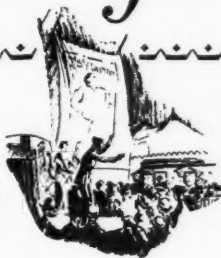
THE UNKIDDABLE PUBLIC!

Barnum thought otherwise. He may have been right—one day a year. A circus can get away with murder because it moves on.

But a newspaper stays *put*—in one place, doing business with the same people day after day. It can't kid its customers often or long; or they aren't customers after awhile—and it dies. Remember all the newspapers started by men who had axes to grind or fences to build? Flops, every one of them! Neither money nor ambition nor effort can make or save a paper that isn't right, isn't read, isn't *wanted*. Like having a liar in the family—the family soon finds out. The public soon finds out about a newspaper.

There are five big morning newspapers in New York City—some of them great, all of them good. Nobody has to read or take any one of them. The newspaper reader in New York has lots of choice; he can shop for newspapers to his heart's content, try a different one every day. He isn't even a subscriber, with a clock, dictionary, set of dishes, mousetrap or money paid in advance to compel him to stick to one paper. Generally he finds his morning newspaper at the newsstand. He has to come and get it, every day. Nobody sells him his newspaper, he *buys*.

Every newspaper in New York exists in open daily competition—front pages facing the world and the customers. Every publisher put out a

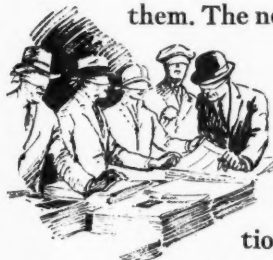


new product every day; only the package is the same. Every morning paper has virtually the same news and most of the news. All of them of the same price but one. All of them are just as easy to buy, and can be bought in the same place.

BUT two fifths of all the morning newspaper buyers in and around New York City buy *one* newspaper—The News, New York's Picture Newspaper. More than a million people who might buy any other paper buy The News. It isn't just an old habit, because all of them started to buy it within the last seven years. They aren't one kind of people because there isn't a million of one kind of people in New York. They are the same kinds of people who buy all other newspapers. They live on Park Avenue as well as Tenth, in Greenwich Village and in Greenwich, Conn. They make and spend as much money as other people. They want the same things in their newspapers as other people want . . . But they buy The News.

Can a million people be wrong in their choice of a newspaper? The News is different, tabloid, illustrated with pictures, a new type of compact journalism. If it wasn't a good newspaper, a complete newspaper, a serviceable and satisfying newspaper, would it have the largest daily circulation in America? Would more than 1,100,000 people buy it day after day if it wasn't right, wasn't wanted?

Every business man who spends money for advertising in New York City will do well to answer for himself these questions. In conclusion, may we ask another: Isn't the paper most people buy and read the best medium for your advertising?



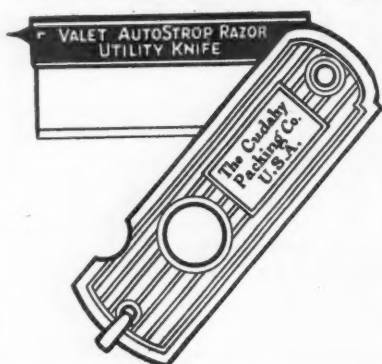
25 Park Place, New York
Tribune Tower, Chicago

Entire advertisement copyrighted by
The News. Reproduction prohibited

THE NEWS
New York's Picture Newspaper



Send for **FREE** Knife



ORNAMENTAL AND USEFUL

Send today for **FREE** sample of the new "WATCH CHAIN" Utility Knife (illustrated above).

USES AUTOSTROP BLADES

Indispensable for office use—opening mail, cutting clippings, etc. Finished in nickel-silver and manufactured to Jewelry specifications, the "WATCH CHAIN" Utility Knife is razor sharp—made to hold an AutoStrop Safety Razor blade. Blades can be changed as needed.

PERMANENT "AD" FOR YOU

We are equipped to **PERMANENTLY** imprint your advertisement on the metal handle of the knife. As an advertising novelty for conventions, anniversaries, prizes and holiday gifts—what better medium can you select? Every man is anxious to attach one of the handsome Utility knives to his watch chain or key ring. Every woman is anxious to own one for her sewing basket.

HELPS SALESMEN

Knives can be enclosed with letter, first class mail. Send a knife to customers from whom you have not received orders recently. Your salesman will find the "WATCH CHAIN" Utility Knife useful in gaining quick and friendly interviews.

NO EXTRA CHARGE FOR IMPRINTING YOUR "AD"

Let us tell you how other companies used the Utility Knife in their Sales Promotion Work. **SEND FOR YOUR F-R-E-E SAMPLE T-O-D-A-Y.** You will be firmly convinced that the knife is a novel advertising medium—that will promote sales as well as establish for your company that intangible something known as "GOOD WILL."

PRICES

Costs no more than an ordinary cigar. The cigar goes up in smoke and is quickly forgotten. The "Watch Chain" Utility Knife is a permanent, daily reminder. 30c each in lots of 500—no extra charge for imprinting your "ad."

AUTOSTROP SAFETY RAZOR CO.

Sales Industrial Division,
656 First Ave., New York City

Mail me a sample of the "Watch Chain" Utility Knife together with information.

Name.....

Address.....

Firm.....

For higher priced premium we recommend the nationally advertised Valet AutoStrop Razor. Details upon request.

It is evident from this that the increase in the sale of straws has come about as a result of more people being induced to use straws in drinking beverages, to the use of straws in serving milk in schools and industrial plants, and to the increased use of straws in homes and restaurants.

The officials of the company believe that their advertising has had the desired effect upon their business and that without such advertising their sales instead of going steadily forward year after year, would have fluctuated in direct accordance with the two industries above referred to.

Of particular interest to advertising men is the fact that the continued advertising of Stone's straws, as a necessary part of a drink, has effected the desired change in the general thinking of the American public so far as the use of straws is concerned.

Pictorial Publicity for Straws

Prior to 1921 it was quite uncommon to see a straw pictured in connection with a drink of any kind. During the past six years there has been an ever-increasing tendency on the part of commercial artists and advertising agency art directors invariably to associate straws with drinkable products other than hot drinks. They realized that in the average American mind straws are now regarded as a necessary, sanitary precaution and many of them are as loathe to leave straws out of a picture showing refreshing drinks as they would be to leave the vests off of a group of gentlemen at a formal evening gathering.

The value of the space used by advertisers of drinks of various kinds who have shown straws in connection with their products amounts to several millions of dollars.

Some of the hundreds of advertisers who occasionally or regularly picture straws in the advertising of their products are the following:

The Coca Cola Company.
The American Products Company.
Large dairies throughout the country.
California Fruit Growers Exchange.

Association of Hawaiian Pineapple Canners.

Welch's Grape Juice Company.

Manufacturers of tea and coffee in the advertising of iced Tea and Coffee.

The Cliquot Club Company.

Orange-Crush Company.

Richardson Corporation.

The Liquid Carbonic Corporation.

Joint Coffee Trade Publicity Committee
Pet Milk.

and a host of others.

Such collateral publicity is the direct result of having made people believe that "The Best Drink Tastes Better Through a Straw" and that a straw is a necessary part of a drink.

A Conservative Plan

The combination of the Stone Straw Company's own advertising with the enormous amount of collateral publicity showing the use of straws has permeated the thinking of the American public to the point where today the average person in buying a drink reaches for a straw as naturally as a man reaches for the sugar-bowl when coffee is served to him in a restaurant.

The type of advertising that has been appearing ever since 1921 over the name of The Stone Straw Company has been conservative, straightforward copy, showing the product, showing it in use, showing the familiar packages for fountain use or for home use.

At no time has the annual appropriation been large, as appropriations go nowadays, but the money has been spent in well-planned advertising, concentrated in a small number of publications thus permitting the use of representative space.

There must be a message of hope in this story for the manufacturer who feels that because he has been in business for twenty-five or thirty years he does not need advertising; or who feels that because his product is unidentified in the mind of the public it cannot be advertised successfully.

Surely the Stone Straw Company has demonstrated the fallacy of both of these notions if the plan is right and the advertising persistent.

Little dramas in the life of a great newspaper system



PAINTED BY
DEAN CORNWELL

"You kill that story— or I'll run you out of the state!"

In a Southwestern city, a Scripps-Howard editor heard whisperings of a plot to misuse the public lands for private interest.

He promptly printed an editorial, promising to sift out the conspiracy and give the facts a public airing.

Next morning, the political czar of the state called at the editor's office. He demanded that the editor lay off the land inquiry—threatening to ruin his advertising revenue and run him out of the state if he printed another land story.

The editor accepted the challenge. Braving the pressure of unfriendly courts and banks, he not only exposed the local land grabs, but he trailed the chief conspirator

through his subsequent term of office in Washington. And so helped to uncover the most amazing series of public land scandals in the history of political jobbery.

Every Scripps-Howard editor is the supreme sovereign of his newspaper. He edits his columns, free of all influence, save the public interest. This Scripps-Howard policy is not a policy of fine idealism alone, but of sound business, as well.

A newspaper attains its greatest usefulness to its advertisers, only when it is steadfastly faithful to its readers. When it sacrifices its independence to other interests, it sacrifices its readers' trust in the integrity of its columns—and thus kills the thing that profits the advertiser most.

NEW YORK . *Telegram* SAN FRANCISCO . *News* DENVER . *Rocky Mt. News*
CLEVELAND . . . *Press* WASHINGTON . *News* DENVER . *Evening News*
BALTIMORE . . . *Post* CINCINNATI . . . *Post* TOLEDO . . . *News-Bee*
PITTSBURGH . . *Press* INDIANAPOLIS . *Times* COLUMBUS . . *Citizen*
COVINGTON . . . *Kentucky Post—Kentucky Edition of Cincinnati Post*



AKRON . . . *Times-Press* YOUNGSTOWN *Telegram* KNOXVILLE *News-Sentinel*
BIRMINGHAM . . *Post* FORT WORTH . . . *Press* EL PASO *Post*
MEMPHIS *Press-Scimitar* OKLAHOMA CITY *News* SAN DIEGO *San*
HOUSTON *Press* EVANSVILLE . . . *Press* TERRE HAUTE . . . *Post*
ALBUQUERQUE . . . *New Mexico State Tribune*

SCRIPPS-HOWARD
MEMBERS AUDIT BUREAU OF CIRCULATIONS

NEWSPAPERS
AND MEMBERS OF THE UNITED PRESS

ALLIED NEWSPAPERS, INC., *National Representatives*
250 PARK AVENUE, NEW YORK • CHICAGO • SEATTLE • SAN FRANCISCO
CLEVELAND • DETROIT • LOS ANGELES



Easy to Read— Easy to Erase Any Size Desired

"Old Reliable Hyloplate" is manufactured by a 45 year old concern to meet *any* Blackboard need in your plant or office. With a variety of styles and sizes, this is the ideal blackboard for sales or conference room, office or factory. Made in widths of 3, 3½ and 4 feet, it can be installed upon walls of any length. Mounted on substantial standards where movability is required. Sold also in convenient small sizes, mounted on attractive frames, ready for instant use.

Write for Further Information and Prices

Mail the coupon today! Get a further and more detailed description of our many styles of Blackboards. Also our surprisingly low direct-from-the-factory prices. Boards shipped to any place in the United States or Canada. Write today—there is no obligation.

Send the Coupon

Weber, Costello Co.
Dept. M. S., Chicago Heights, Ill.
Please send me literature and prices regarding your sales office and factory Blackboards. I am particularly interested in Blackboards for _____

Name _____
Address _____
City _____ State _____

Sales Drives in New York

(Continued from page 720)

coming on, but the cool weather of the last week has caused them to delay any active work along these lines.

It is rumored, and apparently with some foundation, that there will be several new refrigeration units on the market before the summer is over. Big campaigns are being planned for a couple of these.

Vita-Glass, a foreign made product at the present time, is working on several plans for merchandising. They have carried some space in the local papers and have been able to obtain some good publicity on their product, particularly in the health field and among educational circles. It is anticipated that the sales agency will enter the national field later on in the year.

Yarn Concern Blazes Trail

The Florida Exposition, one of three trains of four Pullmans each, will be in town the first week in April. The cars of the New York train will be lightered to the Battery where they will be anchored during their five-day stay.

For the first time a rayon yarn manufacturer will advertise direct to the consumer. The Viscose Company will use a national campaign to increase the use of underwear, hosiery, draperies and other products of this material. The product will be advertised on its merits and not as a substitute for any particular material or textile.

Hotel advertising men will meet at the Hotel Coronado in St. Louis sometime in August. They hope at that time to form a permanent organization for the purpose of improving hotel advertising and publicity. According to the plans in hand they hope to become affiliated with the International Advertising Association. J. C. Coffey of the Hotel Coronado is acting secretary.

R. H. Grant, vice president and general sales manager of Chevrolet Motor Company,

accompanied by Henry Ewald of Campbell-Ewald, is enroute to Los Angeles, where they will address the Advertising Club of that city. While on the coast these two gentlemen will make dealer contact via the dramatization of their new models on the silver screen of the local theaters.

The All Year Club of Southern California will spend \$1,200,000 this year through Lord & Thomas and Logan to promote that section of the Golden State.

Pears Now Advertised Fruit

The California Avocado Pear Growers will soon tell the world that avocados are not "alligator pears" and that they are more delicious as avocados.

The Seaman Paper Company, a sales agency for quite a few of the bigger paper mills, is running a series of small display ads in the local papers. They are only looking for inquiries, according to Ted Woodruff, sales manager. Inasmuch as this firm deals only in quantity lots and carries no stock whatever, it sounds like another addition to the followers of good merchandising practice.

A move is now on foot to devise methods of eliminating objectionable practices from publicity, particularly as applied to merchandising. About sixty attended a meeting at the Ad Club last week and appointed a steering committee headed by Edward L. Bernays to recommend a series of standards of practice.

Business papers are running a new "cost per inquiry" story. The tale is somewhat like this: "There appeared a full page ad in the Modern Priscilla magazine in the December issue and up to March 7 this ad had brought more than 18,000 coupons at a cost of 12½ cents per inquiry."

The account was for the Soisette division of the American Bleached Cotton Goods Company, Inc. The agency was Platt-Forbes Service Inc. But they forgot the most important item, the name of the man that wrote the copy.

The Dover Manufacturing Company of Dover, Ohio, inaugurated its new campaign on the Dover Table Percolator and the Lady Dover Electric Iron here the evening of March 31, when the president of that concern turned the switch on its new electric display on top of the Columbia Theatre. The sign is 60x40 feet and carries over 5,000 lamps.

The New York library will soon install a permanent collection of advertising books, data and exhibits under the direction of Harry M. Lydenberg, reference librarian. The Four A's have appointed a non-partisan committee to assist in the determination of what shall constitute the exhibits. Every industry and activity employing advertising will be included in the plan.

To Have Sales Library

The Socony Arrow Oil Burner is starting on its summer newspaper campaign.

Freed-Eiseman are advertising a new product, the Laundrola, a small type of electric washing machine to retail at \$69.50. Newspapers here and in Boston and Connecticut seem to be getting most of the space.

The B. & O. are using quite a bit of display for their new compartment cars to Washington. Others taking advantage of the newspapers are the Pennsy, on the Broadway Limited, the New York Central with the Twentieth Century and the Lackawanna not far in the rear with copy for the Black Diamond Express.

The New York, Westchester and Boston, a subsidiary of the New Haven, is getting untold publicity among the real estate and building material people by means of a monthly survey of conditions in Westchester County, where it operates a suburban line.

Importers and exporters, especially those dealing in Oriental goods and silks, are wearing a worried look over the prospects of continued trouble in the Chinese provinces. Shipments are still coming through smoothly but it is doubtful if they can continue to do so.

New England's Second Largest Market

Providence Payrolls

PAYROLL checks on Providence Clearing House banks during 1926 amounted to \$134,651,000, an average of more than \$11,220,000 per month. These figures are for Providence banks only and do not include branches in other cities. (Figures furnished by Brown Bureau of Business Research.) These figures do not include salaries or wages paid by individual check or direct from cash drawers.

Providence is the trading center of Rhode Island. Three-fourths of the state's population live within a fifteen mile radius of this city.

The Providence Journal *and* The Evening Bulletin

with a combined circulation of more than 108,000 cover Providence thoroughly and go into the great majority of English speaking homes in the state. They offer advertisers adequate coverage of the prosperous Rhode Island market at a minimum cost.

PROVIDENCE JOURNAL COMPANY PROVIDENCE, RHODE ISLAND

REPRESENTATIVES

Chas. H. Eddy Company
Chicago New York Boston

R. J. Bidwell Company
Los Angeles San Francisco Seattle

Big Planters Fight Hawaiian Tourist Advertising

(Continued from page 701)

But Hawaii believed in itself. It believed that it had something worth while to sell. And it set out to sell its climate and recreational facilities, just as any business would set out to sell an article of merchandise. The funds appropriated by the territorial legislature were supplemented by funds from business men and others who had a direct interest in promoting Hawaii. The steamship companies were enlisted in the campaign, and it is interesting to note that the whole campaign has been built up around the offices and agencies of the carriers who correspond to "dealers" in the merchandising plan.

Turning Inquiries to Sales

In an interview with a member of the Dartnell editorial staff, Ralph W. Caulkins of the McCann advertising agency who prepares the national advertising, pointed out that this method of using the steamship companies to follow up inquiries which came to the bureau, had much to do with the high percentage of the inquiries developed by the advertising being turned into "sales."

George Armitage, manager of the bureau, also laid stress on the importance of the tie-up with the steamship companies. In a subsequent interview granted our editorial representative at the bureau's offices in Honolulu, he said that in one month, February, 1927, 2,044 inquiries from prospective visitors to the Islands were handled at this office as a result of the advertising in the current magazines.

While the advertising has been effective in stimulating inquiries, it should not be thought that the bureau gauges the results of its advertising by inquiries alone. It watches inquiries, of course. Yet it regards as its best mediums two magazines whose inquiry yield is very low. In the case of one well-known weekly, a new

TOURIST BUREAU GETS HEAVY RESPONSE TO COLORED ADVERTISING

The greatest number of travel inquiries ever received by the Hawaii Tourist bureau during a single month were received during February, according to information given out by the bureau today.

The mails during that time brought 2044 letters from prospective visitors who answered the tourist bureau's advertisements in mainland magazines.

Such a showing is accredited by bureau officials to color advertising—the major part of a heavy campaign now under way on the mainland. The magazines carrying colored advertising on Hawaii last month were Life, Time and Outlook. However, the tabulated monthly report of advertising statistics, on file at the bureau office, show that a substantial return came from the black and white "ads" as well.

One of the outstanding notes of interest found on the tabulated chart is the fact that the majority of the inquiries come from the eastern states and population centers of the middle west. In the past, the state of California has generally led in the number of inquiries, and although showing an increase last month, dropped to third place, being topped by New York and Pennsylvania. Wisconsin and Minnesota come fourth and fifth respectively, Illinois sixth, Texas seventh, Missouri eighth, Ohio ninth, and Michigan tenth. California being the only far western state among the first 10.

comer in the field, a comparatively high inquiry cost has been shown, yet this paper has been kept on the list, and space steadily increased, because the magazine obviously was reaching people who were likely to travel five years from now. It was not expected that this particular magazine would produce inquiries at a cost to compare with the National Geographic Magazine, for example, whose circulation was comprised principally of habitual travelers.

Another point which has been brought home to the Hawaii Tourist Bureau this year, and which will be of interest not only to other communities that are advertising, but to all magazine advertisers, is that color advertising has proved more economical than

black and white advertising. In studying the tabulation of returns from the various publications used in the last color campaign, and comparing returns from the same space in the same magazines last year, it was noted that in nearly every case the number of inquiries increased in a proportion to maintain the same cost per inquiry. Now, in every advertising campaign, as in any sales activity, there are two forms of expense: administrative or overhead expense, and direct expense. When you double the returns from your direct expense, even at double the cost, but do not materially increase your fixed or administrative expense, you effect not alone a greater return from your total expenditure, but you get volume. In the case of the Hawaiian advertising volume means steamers filled to capacity, instead of being only two-thirds filled, hotels sold to the last room instead of going through the season with some of their rooms empty, etc. As everybody knows, the velvet in operating a steamer or in operating a hotel comes out of the last few hundred travelers. And that is what color advertising did for Hawaii this last season—it provided the velvet.

Seven Years of Advertising

But the proof of the advertising pudding is in the eating. The territorial legislature has courageously spent its money, and the business interests of the Islands have spent their money, in the belief that by so doing a substantial tourist business would ultimately be built up. Nobody expected it would be built up in one year or two years. But it was hoped that over a period of time this would be accomplished. It is now seven years since the first real advertising began, in the form of some small three-inch advertisements in the

(Continued on page 772)

Bright Spots in Business



STANDING OF TERRITORIES

ATLANTA	● ● ●
BOSTON	● ● ●
BUFFALO	● ● ●
CHICAGO	● ● ●
CINCINNATI	● ● ●
COLUMBUS	● ● ●
CLEVELAND	● ● ●
DETROIT	● ● ●

Business for the Second Quarter Will Be Good With Seasonal Declines Bringing Volume Around 1926 Levels

Production and sales, in most lines of business, during the next three months, will continue around or slightly under 1926 levels. While present indications are that the seasonal decline in business, normal for this quarter, will continue until well within the summer, it will be slow and orderly and will reflect the usual spring slackening. Commodity prices declined sharply in March, and the indications are that they will continue downward throughout the remainder of the spring and summer. This has made buyers cautious, and prolonged the time of hand-to-mouth purchasing on the part of both manufacturers and distributors of merchandise. This is favorable to continued prosperity. Inventories of both manufactured goods and raw materials are at a minimum. Dealers are carrying stocks sufficient to meet day to day demands only and the volume of production has been kept in line with current consumption. So long as this condition prevails, there will be no sharp depression. It is quite unlikely that many trades will establish new high levels in 1927 and it is extremely likely that some industries, such as automobiles and building supplies, will show a substantial loss over the preceding year. The volume of new construction is less than a year ago, but the prospects are that building will continue in fair volume throughout 1927.

AKRON, OHIO

Rubber manufacturers report that production has been greater than a year ago, although a slight seasonal decline seems likely. Debits to individual accounts for the week ending March 30, 1927, were \$21,581,000, against \$20,077,000 for the preceding week, and \$27,283,000 for the same week a year ago. Employment in March was about 3 per cent under that for the same month, 1926. Retail trade was around last year's level with wholesale trade showing a decline of approximately 1 per cent.

ATLANTA, GEORGIA

While the cotton situation still remains unfavorable, the volume of both retail and wholesale business for the quarter just past has been slightly higher than for the same period a year ago. Retail sales have increased 2.5 per cent. Wholesale trade is about 3.5 per cent under what it was at the end of the first quarter in 1926. Textile mills are operating at 70 to 90 per cent capacity. Employment is increasing. New construction in March was 25 per cent less than for the same month last year. Debits to individual accounts for the last week in March were \$33,123,000, as compared with \$36,387,000 for the preceding week, and \$37,558,000 for the same week last year.

BALTIMORE, MARYLAND

Debits to individual accounts for the last week in March were \$89,559,000, as compared with \$90,623,000 for the preceding week and \$93,437,000 for the same week in 1927. Employment is about 2 per cent less than at this time a year ago, while retail sales for the month just ended, show an increase of 1 per cent over 1926. Wholesalers report sales around 1926 levels, although the next quarter is likely to see some decline. New construction showed an increase of 12 per cent over last March. Factories are operating at from 65 to 95 per cent capacity with clothing manufacturers reporting business to be better than at this time last year.

BIRMINGHAM, ALABAMA

Steel manufacturers are operating around 80 per cent capacity, with orders on hand indicating no immediate decline. Prices on pig iron are weak. Pig iron production is less than a year ago. Wholesale trade for the quarter has averaged approximately 2 per cent under that for the same quarter in 1926, and a slight decline is reported by leading retailers. Business for the next quarter will be good, although somewhat less than in 1926.

BOSTON, MASSACHUSETTS



Conditions in Boston are more favorable than prevailed at this time a year ago, reflecting the improvement in textiles. While there is some unemployment, the number of factory operators working full time is now about 7 per cent greater than it was at the end of March, 1926. Retail trade for the quarter just ended was about 6½ per cent greater than for the same quarter a year ago, while the volume of wholesale trade showed an average increase of approximately 3 per cent. Debits to individual accounts for the last week in March were \$460,639,000, as com-

pared with \$491,390,000 for the preceding week and \$443,255,000 for the same week a year ago.

BEAUMONT, TEXAS

New construction for the first quarter was 33 per cent greater than for the same period a year ago. Business generally is establishing new high levels with both retail and wholesale trade averaging well above last year. Industry is operating at capacity and there is no unemployment. All indications point to continued good business.

BUFFALO, NEW YORK

New construction continues to exceed 1926 volume and for the month just closed was 18 per cent greater than for March, 1926. Steel mills are operating around 80 per cent capacity and flour millers report business better than at this time last year. Debits to individual accounts for the last week in March were \$73,290,000, as compared with \$72,198,000 for the preceding week. Bank clearings for the week ending April 2 were \$46,323,000, as compared with \$46,718,000 for the same week in 1926, and \$46,277,000 for the same week in 1925.



CHICAGO, ILLINOIS



Bank clearings for the week ending April 2, 1927, were \$640,235,000, as compared with \$595,737,000 in 1926, an increase of 7½ per cent. New construction for the quarter is running well ahead of last year, the increase in March being 14 per cent over that of the same month in 1926. Wholesalers report trade around last year's level, while retail sales have exceeded those in 1926 by an average of about 2 per cent. Factories are operating from 75 per cent to 100 per cent capacity and employment is 6 per cent greater than at this time a year ago, with wages remain-

ing around 1926 levels. Some trades anticipate a slight seasonal decline, although business for the next quarter is expected to be about the same as last year.

CINCINNATI, OHIO

Retail sales for the quarter just ended were 4.8 per cent greater than for the same period last year, and present prospects indicate that they will continue around these levels. Building permits for the first two months of the quarter totaled \$3,298,668, as compared with \$2,593,330 for the first two months in 1926. Factories are operating at 80 to 85 per cent capacity. Quotas for this district should be set slightly higher for the next quarter than for the same quarter a year ago.

CLEVELAND, OHIO

Debits to individual accounts for the week ending March 30 were \$160,800,000, as compared with \$167,494,000 for the preceding week and \$171,952,000 for the same week a year ago. Bank clearings for the week ending April 2 were \$106,622,000, an increase of 2.1 per cent over the same week in 1926. Steel mills are operating at 70 to 80 per cent capacity and other factories at from 80 to 95 per cent. Retail trade is less than a year ago, the decline in March being 5 per cent. The volume of wholesale trade for the quarter was about 3 per cent under that in 1926.



COLUMBUS, OHIO

Bank clearings for the week ending April 2 were 9.7 per cent greater than for the same week of last year. Debits to individual accounts for the last week in March were \$32,415,000, as

compared with \$33,356,000 for the preceding week and \$32,500,000 for the same week a year ago. Factories are operating at from 75 to 85 per cent capacity. New construction for March shows an increase of 3.8 per cent.

DALLAS, TEXAS



Crop conditions are reported to be unusually favorable at this time, and an increase in agricultural purchasing in this section is expected. Approximately \$5,000,000 will be spent this year in new construction, a substantial increase over 1926. Retail trade was somewhat less than for the first quarter in 1926, but is expected to exceed the second quarter slightly. Wholesale trade for March was 7 per cent greater than for March, 1926. There is no unemployment.

DAYTON, OHIO

New construction for the quarter just ended was about 30 per cent greater than for the same quarter in 1926, due largely to new factory buildings and the construction of new office buildings. Employment is about 7 per cent greater than at this time a year ago, while both wholesale and retail sales are exceeding 1926 levels. Factories are operating at from 85 to 100 per cent capacity. Prospects for the remainder of the year are exceedingly favorable.

DES MOINES, IOWA

Retail trade in March shows an increase of 1 per cent over the same month in 1926, while wholesale trade declined approximately 2 per cent. Conditions generally are more favorable than prevailed at this time a year ago, although the volume of business for the remaining quarter is not likely to exceed that of 1926. Agricultural conditions are reported to be better than at this time a year ago. Factories are operating at 70 to 90 per cent. Bank clearings for the week ending April 2 were 15.1 per cent less than for the same week in 1926. New construction for the first quarter of this year shows a substantial decline over the same quarter a year ago.

DETROIT, MICHIGAN

Bank clearings for the week ending April 2 were \$148,437,000, as compared with \$174,888,000 for the same week in 1926, a decline of 15.1 per cent. Automobile production during the first quarter was substantially less than for the same period a year ago, and conditions in the trade indicate that the output for the second quarter of this year will be well under 1926 levels. New construction in March showed an increase of 5.7 per cent over March, 1926, while retail trade for the same month declined 5 per cent, and wholesale trade approximately 2 per cent. Although business in this section is not as brisk as it was at this time a year ago, it still continues in large volume. Conditions are generally favorable to sales.



FARGO, NORTH DAKOTA

Bank clearings for the week ending April 2 were \$1,606,000, as compared with \$1,730,000 for the same week in 1926. Debits to individual accounts for the last week in March were \$2,502,000, as compared with \$2,040,000, of the preceding week, and \$2,073,000 for the same week a year ago. Agricultural conditions are reported to be favorable to a good wheat crop, although the decline in wheat prices has decreased the farmers' buying power. Business generally in this section for the second quarter will run around 1926 levels.

FORT WORTH, TEXAS

Building permits for the first three months of this year totaled \$4,000,000. In addition the Texas & Pacific Railway Terminal, costing \$5,000,000, is expected to be constructed during 1927. Retail trade is slightly behind last year, due to a cold March, but is more promising for the next three months than they were a year ago. Basic agricultural conditions are ideal and the livestock industry is in the most prosperous condition it has been in the past five years. Wholesale trade is increasing, although buying is on a hand-to-mouth basis. There is no unemployment and the oil districts report some difficulty in securing needed help. Quotas for this territory should be at least 5 per cent greater for the next three months than they were for the same period a year ago.



GRAND RAPIDS, MICHIGAN

New buildings now in process of construction or to be constructed during the coming year total approximately \$13,000,000. Of this amount, \$5,000,000 will go into new office buildings. Conditions in the furniture industry are better than prevailed a year ago and factories are now operating at from 60 to 90 per cent. Bank clearings for the week ending April 2 were \$7,586,000, a decrease of .9 per cent over the same week a year ago.

HOUSTON, TEXAS

Debits to individual accounts for the last week in March were \$33,935,000, as compared with \$40,473,000 for the preceding week and \$34,306,000 for the same week in 1926. Retail trade in March was 1 per cent greater than for the same month a year ago, while the volume of wholesale trade was approximately 0.5 per cent less than that of last March. Factories are operating at 80 to 90 per cent capacity. Agricultural conditions are reported to be unusually favorable.

INDIANAPOLIS, INDIANA

New building now under way and to be started during the year indicate that new construction will run at least 5 per cent greater than in 1926. Bank clearings for the week ending April 2nd were 16 per cent greater than for the same week a year ago. Employment is at about the same level as has prevailed for the past twelve months, while both wholesale and retail trade were greater the first quarter of this year, than it was during the same period last year. It seems likely that the total volume of business in this section will exceed slightly that of the year just closed.



JACKSONVILLE, FLORIDA

Debits to individual accounts for the week ending March 30 were \$23,703,000, as compared with \$26,961,000 for the preceding week and \$28,219,000 for the same week a year ago. Bank clearings for the week ending April 2, however, were 35.5 per cent less than for the same week in 1926. While the volume of wholesale and retail trade during the first three months of this year was less than for the same period in 1926, conditions are favorable to an increase during the next quarter. Trade, however, throughout the year will probably be from 7 to 10 per cent less than it was in 1926.

KANSAS CITY, MISSOURI

The value of building permits issued during the first quarter of this year are slightly greater than for the same period a year ago and present prospects indicate that new construction will continue around 1926 levels. A survey of thirty-two department stores shows an average increase in sales for the quarter of little more than 2 per cent, as compared with the first quarter last year, while for the same period a decline of 1.4 per cent was reported by thirty-three wholesale houses representing all lines of business. Basic agricultural conditions are reported to be the most favorable they have been in years and present indications are for a bumper wheat crop.



LOUISVILLE, KENTUCKY

Bank clearings for the week ending April 2 were \$35,856,550, an increase of 18.8 per cent over the same week in 1926. Debits to individual accounts for the week ending March 30, were \$42,534,000, as compared with \$50,815,000 for the preceding week and \$41,562,000 for the same week a year ago. Retail trade for March was 2.7 per cent greater than for March, 1926, and wholesale trade shows an increase of 1.5 per cent for the month just closed as compared with the same month last year.



LOS ANGELES, CALIFORNIA

Building permits for the first twenty-eight days in March totaled \$10,185,696, as against \$13,879,558, for March, 1926. Local prognosticators predict that 1927 will surpass the 1926 volume of \$123,006,215 by at least \$25,000,000. Sears-Roebuck & Company now have under construction a combination distribution plant and retail store that calls for an investment of \$5,000,000, and it is estimated that the new Ford plant will cost \$3,000,000. Employment for March was 3 per cent greater than for March a year ago. Wholesale trade shows a loss of approximately 2

per cent for the first quarter. Retail trade in March was about 3 per cent under March, 1926. Conditions to date have been favorable to agriculture and the prospects for the next quarter are at least as promising as for the same period a year ago.

MEMPHIS, TENNESSEE

Debits to individual accounts for the week ending March 30, 1927, were \$33,188,000, as compared with \$33,266,000 for the preceding week and \$29,677,000 for the same week a year ago. New construction for the first quarter was approximately 10 per cent greater than for the same quarter last year. Retail trade in March was 1 per cent greater than for March, 1926, while wholesale trade for the same period showed an increase of 6 per cent.

MILWAUKEE, WISCONSIN



Bank clearings for the week ending April 2 were \$42,474,805, as compared with \$42,143,000 for the same week in 1926, an increase of .8 per cent. Debits to individual accounts for the week ending March 30 were \$60,724,000, as compared with \$89,456,000 for the preceding week and \$64,982,000 for the same week a year ago. An increase in new construction of 9 per cent was reported for March, as compared with the same month last year. Retailers report an average increase for the first quarter of this year over the first quarter of last year of slightly less

than 4 per cent. Factories are operating at from 80 to 100 per cent capacity. The volume of business for the next quarter will equal, and in some lines, slightly exceed that for the second quarter of 1926.

MINNEAPOLIS, MINNESOTA

Debits to individual accounts for the week ending March 30 were \$71,221,000, as compared with \$82,847,000 for the same week a year ago. Bank clearings for the week ending April 2 were \$65,200,000, as compared with \$70,655,000, a decrease of approximately 2.3 per cent. Factories are operating at from 80 per cent to 100 per cent capacity, with flour millers reporting conditions to be more favorable than prevailed at this time twelve months ago. Building the first quarter declined 14 per cent, as compared with the same quarter in 1926. Wholesale trade in March was 7 per cent less than in March last year, while retail trade in the same month showed a decline of 5 per cent as compared with March, 1926. Agricultural conditions are still unfavorable, although the farmer is in a somewhat stronger position than he was at this time a year ago.

NASHVILLE, TENNESSEE

Conditions are more favorable than they have been recently. This is reflected in the increase in both wholesale and retail trade during the first quarter of this year, as compared with the same quarter in 1926. The increase in retail trade averages slightly less than 2 per cent, while wholesalers report an increase in sales of 2 per cent. Factories are operating at 70 to 80 per cent and employment is increasing. Farm conditions are reported favorable, and the outlook is more promising than prevailed at the close of the first quarter last year.

NEW HAVEN, CONNECTICUT

Bank clearings for the week ending April 2 were \$7,110,000, an increase of 14.4 per cent over the same week a year ago. Employment for the first quarter of this year averaged approximately 2 per cent less than for the same quarter a year ago with an increase in employment reported at the beginning of April. Manufacturing conditions are better and factories are operating at from 70 per cent to 90 per cent capacity. New construction for March was 12 per cent greater than for the same month in 1926.



NEW ORLEANS, LOUISIANA

The value of new construction in March was 1 per cent greater than for the same month in 1926, and the total value for the quarter shows about the same increase over the first quarter last year. Agricultural conditions are improving with prospects indicating increased rural buying during the forthcoming quarter. Thirty wholesalers representing all leading lines report an average decrease of 1 per cent in their March sales as compared with the same month last year. Department store sales for the month just closed were .6 per cent greater than for March, 1926. Bank clearings for the week ending April 2 were \$55,143,000, as compared with \$51,816,000 for the same week a year ago, an increase of 6.4 per cent.

NEW YORK CITY, NEW YORK



Bank clearings for the week ending April 2 were \$5,771,000,000, as compared with \$5,860,000,000 for the same week a year ago, a decrease of 1.5 per cent. New construction in March exceeded that of March, 1926, by 22 per cent. Employment at the beginning of April was 2 per cent greater than at the same time last year. Retail trade in the Metropolitan district for the quarter just ended shows an increase of 3 per cent over the same quarter a year ago. Commodity prices are weak and will continue to decline slowly during the next three months. An increased business in textiles and some other allied lines is expected during the next quarter, but the volume of most lines of business will be around 1926 levels.

OMAHA, NEBRASKA

Business for the first quarter of this year showed an average decline of $3\frac{1}{2}$ per cent as compared with the same quarter in 1926. New construction in March was 16 per cent less than for the same month a year ago. The number of industrial workers employed in March was 2 per cent less than for the same month in 1926. Agricultural conditions are fair, but the demand from dealers in the agricultural districts is less pronounced than at this time a year ago. For the next quarter, business is likely to decline somewhat below the levels for the quarter just closed.

OKLAHOMA CITY, OKLAHOMA

Debits to individual accounts for the week ending March 30 were \$23,020,000, as compared with \$20,081,000 for the preceding week and \$20,109,000 for the same week a year ago. Bank clearings for the week ending April 2 were \$32,803,000, as compared with \$25,511,000 for the same week in 1926, an increase of 28.6 per cent. Wholesale trade for the quarter just ended averaged 2 per cent greater than for the same period last year. Retail sales in March were 3 per cent above those in March, 1926. Employment is reported around 1926 levels and there was an increase in new construction for March of 2 per cent as compared with March of last year. Quotas for this territory should be slightly higher than for the second quarter a year ago.



PHILADELPHIA, PENNSYLVANIA

Bank clearings for the week ending April 2 were \$510,000,000, as compared with \$577,000,000 for the same week in 1926, a decline of 11.6 per cent. Debits to individual accounts for the week ending March 30 were \$449,583,000, as compared with \$451,101,000 for the preceding week and \$429,726,000 for the same week a year ago. New construction for March shows an increase of 3 per cent as compared with March, 1926. Factory workers employed at full time in March were 4 per cent less than were employed in March a year ago. Wholesale trade for the quarter averaged about 4 per cent under the same quarter last year. Factories are operating at from 70 to 90 per cent capacity.

PITTSBURGH, PENNSYLVANIA



Retail sales for the quarter just ended were slightly larger than for the same quarter a year ago, and for the next quarter are likely to be less than they were for the second quarter of 1926. A decline of 3 per cent in new construction was reported in March as compared with the same month a year ago, and a decline in the number of full time factory workers of 2 per cent was likewise reported for the period. Bank clearings for the week ending April 2 were \$181,265,000, as compared with \$173,635,000, an increase of 4.4 per cent.

PORTLAND, OREGON

Bank clearings for the week ending April 2 were \$33,220,000 as compared with \$36,395,000 for the same week a year ago, a decline of 9.3 per cent. Debits to individual accounts for the week ending March 3 were \$28,732,000, as compared with \$35,570,000 for the preceding week and \$38,278,000 for the same week a year ago. Retail trade is about 3 per cent less than at this time 12 months ago and wholesale trade about 1 per cent under the 1926 volume. Lumber manufacturers and dealers report that orders on hand at the beginning of this quarter are substantially less than at this time last year.

ST. LOUIS, MISSOURI



Commodity prices for the month just ended declined approximately 2 per cent, and the trend is downward. Eight factories report that the sale of shoes for the first quarter were approximately 1.5 per cent greater than for the same quarter last year, with demand from rural buyers at the beginning of the first quarter somewhat more brisk than prevailed at the beginning of the second quarter a year ago. The value of buildings under or to be constructed during the present year exceeds those of the same period a year ago by 12 per cent. Factories are operating from

80 to 95 per cent capacity and the number of full time factory workers employed is about the same as at this time last year. Retail trade with the quarter just ended was a little more than 1 per cent greater than for the same period in 1926. Conditions in this city and trading area indicate that sales in the next three months will average around 1926 levels.

ST. PAUL, MINNESOTA

Debits to individual accounts for the week ending March 30, were \$31,721,000, as compared with \$41,705,000 of the preceding week, and \$35,934,000 for the same week a year ago. Bank clearings for the week ending April 2 were \$26,784,000, as compared with \$27,798,000 for the same week in 1926, a decline of 3.6 per cent. Agricultural conditions are slightly less favorable than at this time last year. A decrease in the volume of both wholesale and retail trade of approximately $3\frac{1}{2}$ per cent was reported for the quarter just ended, as compared with the same period twelve months ago.

SAN FRANCISCO, CALIFORNIA

The number of factory workers employed at full time in March was 1 per cent greater than in March, 1926. Retail trade for the same month was 3 per cent greater than for March a year ago and wholesale trade for the first quarter this year averaged 2.5 per cent above the first quarter of 1926. Debits to individual accounts for the week ending March 30 were \$241,647,000, as compared with \$281,863,000 for the preceding week, and \$245,445,000 for the same week a year ago. Bank clearings for the week ending April 2 were \$175,649,000, as compared with \$176,215,000 for the same week in 1926, a decrease of .3 per cent.



SEATTLE, WASHINGTON

Building permits issued during the first quarter of this year as compared with those issued during the first quarter of last year indicate that the approximate value of new construction during the coming year will be \$37,000,000, as compared with \$34,000,000 for 1926. Retail trade in January and February as reported by a representative number of stores was 3.4 per cent greater than for the same period in 1926, and the increase for March as compared with March a year ago is estimated at substantially the same figure. Wholesale trade for the quarter was at about the same level as prevailed the first quarter of last year. Bank clearings for the week ending April 2 were \$45,740,000, as compared with \$43,266,000 for the same week in 1926 and \$38,314,000 for the same week in 1925.

SPOKANE, WASHINGTON



Building permits for the first three months of 1927 had a valuation of \$584,383, as compared with \$780,907 for the first three months of 1926. Ten new plants and ten plant expansions have been planned for this coming year, and the companies involved will invest approximately \$12,000,000 in buildings, equipment and improvements. Department stores sales in March averaged about the same as 1926, but the outlook for the next three months is more promising than for the same period last year. Wholesale dry goods and notion houses report a 15 per cent increase in sales during the month just past as compared with the same period a year ago. Wholesale grocers report a decline in sales during the first quarter, but anticipate that trade during the next quarter will equal, if not exceed, the volume for the second quarter of 1926. Number of full time factory workers employed is about the same as at this time last year. Agricultural conditions are reported favorable and the crop outlook is exceptionally bright. Quotas for most lines should be set around 1926 levels.

Are Your Jobbers Asleep?

(Continued from page 732)

we gave him a job unloading trucks. Then we put him to getting out orders, then to waiting on trade in the store, then we sent him to the factory for six months to learn all about builders' hardware."

Further questioning brought out the fact that this store has given four of its men factory training and is sending two others to "school" this winter!

"There's a lot to be learned about the hardware business," Mr. Slow has found. "I've been in the business since I was a lad and I learn something new every day. We want our men to be thoroughly trained and we have found that they can get better training and get it quicker at the factory than anywhere else. Incidentally, when they complete the factory course, they are so enthusiastic over the line, they just can't help selling it. Why, we sent our head man to a factory sales convention for a few days last summer and he learned more on that trip than factory representatives could have told him in fifty trips here."

Men Sent to Factory

Mr. Slow said he makes a practice of sending one or more men to the factory every winter, during the dull period. The store pays the men their regular salaries, while the factory entertains them there. They pitch right in and work in the factory, going through a course that takes them from beginning to end of the manufacturing process, including designing and other phases of the work.

"We figure that if an employee is a good man without such training, he will be twice as good with it," Mr. Slow said. "We have now given four of our field men factory training and we will train others as rapidly as possible. It isn't a matter of philanthropy—it's just good business."

Asked what was to prevent men from going to competitors

after he had given them this training, Mr. Slow admitted that there is nothing to bind them, but added that none has done so yet. They appreciate what the company has done for them, they have good positions where they are, and their salaries are raised as often as merited, so there is no good reason why they should go elsewhere.

The company subscribes for the usual builders' reports and follows them up, but the major share of its trade now is secured on the strength of the super service it offers and through the four outside salesmen who call on contractors and architects.

The Sample Room

A very important aid in selling is the sample room, which is located on the second floor. This room, about 15 feet square, is equipped with wall cabinets of stained oak in which samples of all the builders' hardware in stock are carried. The cabinets consist of tiers of drawers, five drawers high, with a double-door cupboard above each tier, and there is room to display mounted samples on top of the cupboards. Drawers are numbered, 1 to 35, and cupboards are lettered, A to Z. A list of the contents of each compartment is kept in the manager's desk and cupboard doors are kept closed.

"When we bring a customer in here," Mr. Hossack explained, "we first find out what the job is, what it will cost, and what kind of hardware is preferred; all this before we show any samples. Then we know just about what will please the customer and we step right to where the samples of that type are carried. To show all the samples would take a great deal of time and would merely serve to confuse the customer. We have some very rich hardware; if we should show that to a customer who is erecting a modest building, he would be dissatisfied with the type of hardware he had intended to buy

and really should buy, and it would be hard to sell him anything. He wouldn't want the hardware he could buy and he couldn't buy the hardware he wanted to buy. We show him a variety of the proper grade and keep the other concealed."

All samples are mounted and the arrangement provides an exceptionally handsome display.

The "Secret" of Success

As Mr. Slow said, there is no secret about what the Arcade Hardware Company is doing to get a lion's share of the builders' hardware trade; anyone else could do what it is doing. So far as known, however, this company is doing three things that others in this field do not do. It maintains an outside service man, it delivers all builders' hardware packaged and in the order it will be used, and it sends its employees to the factory for special training. The factory, it might be added, is in Bridgeport, Connecticut—not in Detroit. In addition to these three unique features, the Arcade stocks a good line, gives prompt service, and does an excellent job of selling.

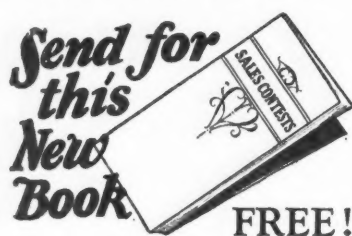
So, while there are no secrets about it, there are some excellent reasons why this old established neighborhood store has built up a surprising volume in builders' hardware.

APPLAUD EDITORIAL ON QUALITY

WILL you kindly send the writer five extra copies of your issue of "Sales Management" of March 19?

Might mention in the way of complimenting you, we are interested in the editorial—"Quality Manufacturers Stick To Your Guns." Would you permit us to use this to be printed in another advertisement in a daily paper if we choose to?—J. E. Lavelle, Sales Manager, Meade Rubber Company, Stoughton, Massachusetts.

**Every
Advertising
and
Sales Executive
Should Have a Copy of the
Revised Third Edition
"SALES CONTESTS"**



**IT COVERS
3 Big Features**

**I
Sales Stimulation Methods**

**II
Sales Contest Plans**

**III
Pickit and Winit Service**

**The Unique Service That Users Report
as Follows:**

RELIANCE STATE BANK, CHICAGO
"Using your Service in a Bond drive in November, we did 228% of our quota. Greatest contest we ever staged."
Signed, MURLIN HOOVER, Ass't Cashier.

CAMERON'S SURGICAL SPECIALTY CO.,
CHICAGO
"In past nine years we have used many contests. Yours got double results of any previous ones and at less than average cost. We shall repeat for April, May and June."
Signed, DON CAMMON, Sales Mgr.

F. & E. SYSTEM OF CHECK PROTECTION,
PITTSBURGH
"Your Service a knockout. January set new records under your plans. With fifteen years of experience and a knowledge of sales contests above the average, believe your plan the best by far I have ever heard of and it has proven 100% effective."
Signed, JOS. P. ARTHURS, Dist. Mgr.

CHICAGO NATIONAL LIFE INS. CO.
"Using your Service, we sold more insurance in December than any other Illinois Company in Illinois and created a new sales record for the month by 200%."
Signed, W. D. HUNNELL,
Ass't Agency Mgr.

WRITE for a copy of "Sales Contests" today. It is yours for the asking, without obligation.

**United Premium Sales
& Service Co.**

Executive Office
307 N. Michigan Ave., Chicago

Represented At
1440 Broadway, New York City
120 E. Loughborough Ave., St. Louis, Mo.
86 Mason St., Milwaukee, Wisc.

Framing a Sales Proposition For Permanence and Profit

(Continued from page 728)

Salesman to be told that he and his work will be judged by the profit which accrues from his work.

Side-by-side comparisons, even on the basis of percentage of profit on sales, show Mr. Salesman how he stands in comparison with his co-workers, and explain many times to him why his compensation is not based necessarily on dollars of sales. For he will find from these "Profit Comparisons" that while he may exceed another man on the basis of dollars in merchandise sold, he stands decidedly below him in dollars in profit earned.

The Rating of Salesmen

It goes almost without saying that it is customary to combine in a single tabulation dollar-sales and profit-showing.

Tied up with itemized sales cards and the itemized analyses by towns, by periods and by years, we find an itemized rating sheet one of the most helpful of semi-mechanical sales stimulants.

Usually this takes the form of a gigantic sheet giving the names of all of the salesmen involved, running from top to bottom on the left-hand column of the page, and the various items of grouping of the items from left to right across the top of the page.

At this point practice varies necessarily in different enterprises. In some cases the squares are filled in with the actual quantities of items sold by each salesman. More commonly, these squares contain the rating of the men involved, without showing quantities.

On this latter basis, the salesman who sells the most of an item is rated "I" for the item. The second in point of sales of the item is rated "II" of the item, and so on.

Even with enterprises who feel perfectly free to give the most intimate of these sales totals to

their salesmen, it is considered dangerous to issue monthly, sheets which contain so much information of value to competitors, because of the inevitable losses, and the equally inevitable passing along to competitors of such complete information through such losses.

The salesman whose expenses are high no longer is the recipient of a letter of admonition. Today, the best practice is to prevent Mr. Salesman's expenses from being unduly high by tabulating comparative expenses and sending at regular intervals to each salesman.

Obviously, only salesmen doing the same type of work, and doing it in similar circumstances, are grouped together.

It is customary to have these tabulated expense comparisons show the usual items—transportation, hotel, meals, and whatever other types of incidentals are allowed. Consequently, each man knows not only how his total expenses compare in dollars and cents with other men doing the same type of work, but he can see just where his expenses exceed those of other men.

Some Modern Developments

Even half a decade ago, the most advanced of sales managers were alone in thinking that some day the salesmen should be taken into the confidence of the management, so far as the cost of doing business was concerned. Today, we find it customary to show each salesman not only the cost of doing business in his particular territory, month by month, but to show him by tabulated comparisons the costs of doing business as shown by the records of other salesmen.

In the "good old days" the salesman's worth to the house—and his compensation—were regulated by one factor—his gross sales. Today, we find that we are

not content with dollar sales. We are not content with knowing gross and net profits on the merchandise sold. We must know—and know exactly—what it costs to get this business. This applies not merely to Mr. Salesman's traveling expenses. It applies in even greater degree to the sales assistance and the marketing assistance which goes into each salesman's territory.

So we apportion our advertising, both local and national, by salesmen's territories. Every booklet, sign, display, blotter, sales fixture that goes into a man's territory is charged against the cost of doing business in his territory. If he has junior salesmen, small-town men, specialty men or demonstrators working in his territory their cost is included in the cost of doing business in his territory.

A Composite Salesman

It is only by means of these modern developments that we really know which salesmen are our best salesmen; which salesmen are making money for us, and which salesmen, in spite of pleasing sales volume, are really cutting our dividends, rather than increasing them.

Both manufacturers and retailers are now using most effectively the "best composite salesman" idea. Singularly enough, there has not yet come to my attention a single case where this admirable semi-mechanical method of sales management is employed.

The sales of each salesman, each period, are subjected to classified analysis. In addition to the sales, his cost of doing business is further analyzed.

Taking as a typical case in a retail establishment, we find the best composite salesman to be built up of:

1. Dollar sales.
2. Quantity sales of specialties.
3. Quantity sales of staples.
4. Average number of items per order.
5. Number of suggested sales completed.
6. Personal appearance.
7. Cost per dollar of sales.

R. H. Reiss

Treasurer and General Manager, International Tailoring Company of New York and Chicago, says he could not tend to all his numerous duties without The Dictaphone in his office and one at home



"My Dictaphones made me—"

"And that's true for my Secretary, too."

See what The Dictaphone can do toward making you. Read coupon offer below.

IT'S hardly too much to say that The Dictaphone has been my making. At any rate, I should be at a loss without its help to manage the four concerns which look to me for executive guidance."

The speaker is R. H. Reiss—and his chief position is that of Treasurer and General Manager of the International Tailoring Company, the world's largest producers of men's made-to-measure suits.

"I find The Dictaphone indispensable for memos and instructions. It is so much handier

than shorthand. Often I dictate only outlines, leaving my Secretary to complete the job.

"Frequently I turn directly from telephone to Dictaphone and record oral agreements or orders needing prompt attention.

"At home my second Dictaphone records memos, or conclusions reached by study of business problems. Sometimes a department head spends an evening with me there and we agree on certain policies. My advertising manager, for example, came out last week and with The Dictaphone we crystalized a season's advertising policy.

"Only by Dictaphone can I maintain the intimate contact needed with some 30 department heads in our three plants making thousands of suits daily. I should be handicapped in other duties without my Dictaphones.

Helen Delahanty, Secretary to Mr. Reiss, dictates to her Dictating Dictaphone many letters and instructions for his signature. She oversees salesmen's letters, keeps contact between factories and Mr. Reiss, and handles most of his personal business.

Miss Delahanty says: "I could not organize my work without the dictating Dictaphone. It enables me to make every moment at my desk count."

Hundreds of other executives and secretaries say much the same thing. They never dreamed how much The Dictaphone could do for them. How long will you deny yourself its advantages? Use the coupon now.



Helen Delahanty

Secretary to Mr. Reiss, avers she simply couldn't organize her work without her Dictaphone

DICTATE TO THE DICTAPHONE

and double your ability to get things done

What's Wrong With Shorthand?

Secretaries say:—

"He talks so fast, I'll be getting writer's cramp soon."
"No one else can read my notes."
"I'm nothing but a bell-hop."
"Yes, I do mind staying late."
"Those awful waits while he chats over the phone."

That's enough! I'll show him this trial offer right now.

MAIL WITH YOUR LETTERHEAD

Dictaphone Sales Corp., 154 Nassau St., New York City

☐ Please notify your nearest office to let me try the New Model to without obligation.

☐ I want to read what leading executives or secretaries say about increasing their ability with The Dictaphone. Mail me FREE copy of your booklet, "What's Wrong with Shorthand?"

I am a Secretary ☐ Executive ☐ (Check One)

For Canadian inquiries address Dictaphone Sales Corp., Ltd., 33 Melinda St., Toronto, Canada SM-2 World-Wide Organization—London, Paris, Brussels, Sydney, Shanghai, etc.



Give your Western Sales an "Even Break"

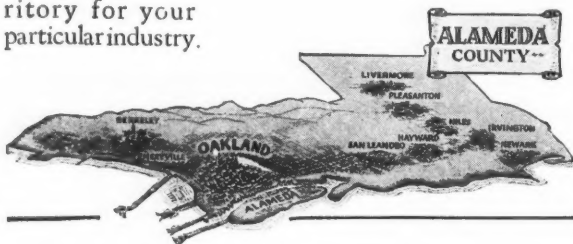
THOSE long transcontinental freight hauls do more than increase western selling prices. They slow down deliveries and increase the difficulty of selling.

In this day of "hand-to-mouth" buying it is harder than ever to sell in the West without a western distributing branch.

Give your product an even chance in this rich market. Put a branch factory or a warehouse stock in Oakland.

It will pay you to learn the vital part Oakland plays in supplying the West. Factories and industries are coming to Oakland for immediate profits as well as in preparation for the future.

Send for a copy of "Industrial Oakland". And then ask us to prepare a special technical survey of this territory for your particular industry.



This advertisement of Oakland and Alameda County — the West's fastest growing industrial district — is produced co-operatively by the Oakland Chamber of Commerce and the Alameda County Board of Supervisors.

Industrial Department, Oakland Chamber of Commerce

⁵²⁷
OAKLAND { and Alameda County } CALIFORNIA

"Industrial Capital of the West"

At the end of each weekly period a best composite salesman is built up. Thus it will be seen that our best composite salesman is not an ideal, but simply is composed of the best elements of each leader in the sales force.

Where weekly personal conferences can follow the birth each week of a new best composite salesman it is inevitable that marked improvement and rapid elimination of points of weakness must ensue, if the man-material has even potentialities.

In connection with road salesmen, the usual period is established as a month, and it is customary for the work of applying the principles of sales management to be made possible by the best composite salesman among several sales executives, in order that road salesmen may receive the benefit of the comparison—and the criticisms—at the earliest possible moment.

Urges Exchange of Ideas

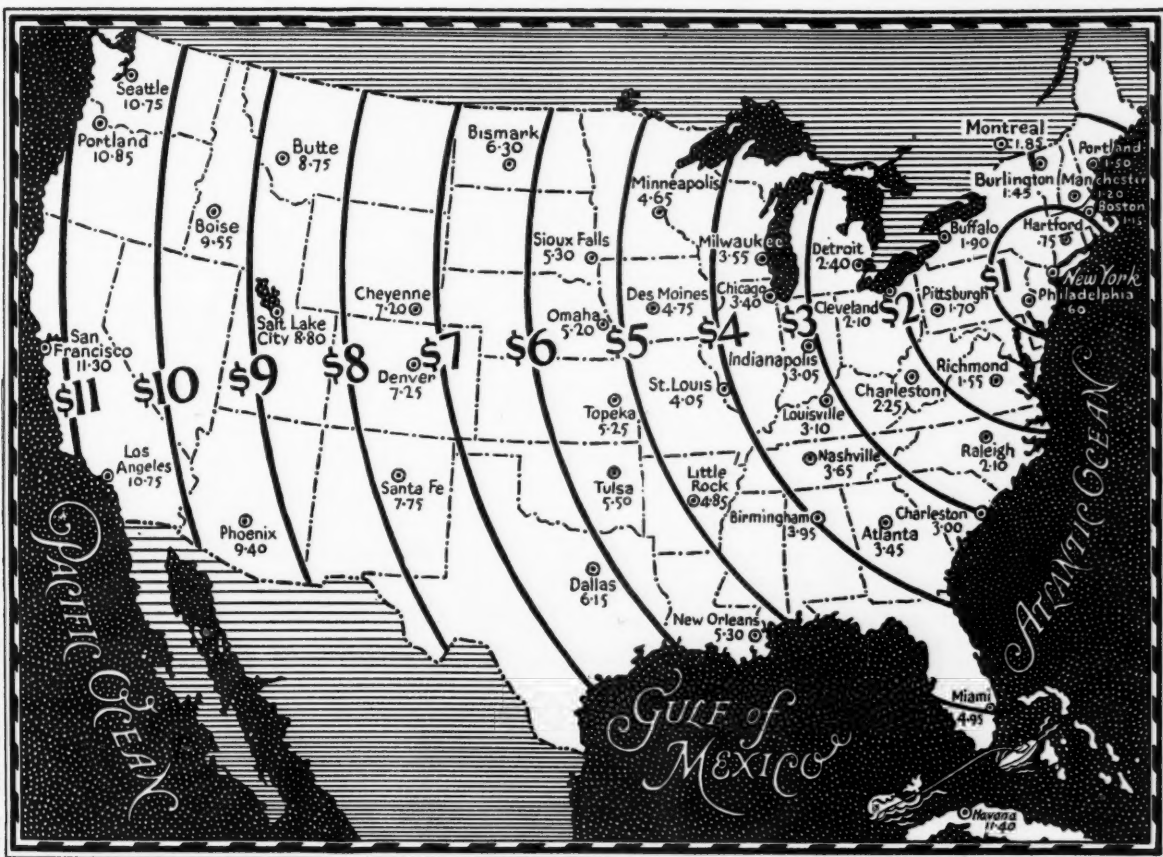
In this article it has been possible to give but a few of the many angles of semi-mechanical aids to sales management. In a group which includes such details as the salesman's sample case, on one hand, and such broad factors as marketing budgeting, it is possible in a single consideration of the topic only to take a cross-section here and there.

The science of originating semi-mechanical assistance is still in its infancy. Improvement can come only through a willingness on the part of executives to exchange ideas.

PAINT MEN MEET IN CHICAGO

THE sales managers and advertising managers of the paint and varnish industry will hold their annual two-day conference in Chicago, May 12 and 13 at the Palmer House. These meetings will be open to anyone who is connected in an official capacity with the sale or promotion of paint and varnish products. The meetings are held under the auspices of the Save-the-Surface Campaign.

HOW FAR YOUR TELEPHONE DOLLARS WILL GO



Typical station-to-station day rates
Chicago to St. Louis, \$1.45 Pittsburgh to New York, \$1.70
Atlanta to San Francisco, \$9.40 Denver to Indianapolis, \$4.60
Cleveland to Omaha, \$3.45 Boston to Detroit, \$2.85
Seattle to Minneapolis, \$6.45

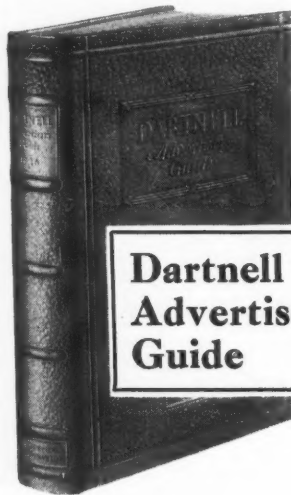
What far away call should you make now.....number, please?.....

BELL LONG DISTANCE SERVICE

WHICH

Is the Best Agency
to Handle a Men's Wear
Account

Dartnell has made a nation-wide investigation of 800 advertising agents. It has interviewed in person and by



**Dartnell
Advertiser's
Guide**

letter more than 6,000 clients and ex-clients of these agencies. This information has been supplemented by data Dartnell has been gathering for eight years. From this investigation we have selected a list of 400 agencies, and report on them in the 1927 Dartnell Advertiser's Guide. This Guide gives full information concerning the executive heads of the agency, their experience, the fields in which the agency has been most successful; oldest accounts; and the name of the space buyer. It also lists 800 recognized agencies, and gives a new series of ten tests to be used in selecting an advertising agent.

Other Data Given

Where people have money to spend; the best time to solicit 80 different lines of business; when to advertise in different cities; how to select media; circulation and advertising rates of different media; how to select an agency; details of facilities and characteristics of 400 selected agencies; where to secure mailing lists; best printing for different purposes; how to use advertising specialties and where to get them; where to buy advertising department equipment; how to determine the appropriation; methods of recording results; possibilities in Canadian, British and Foreign advertising.

The Dartnell Corporation

4660 RAVENSWOOD AVE.
CHICAGO, ILL.

DARTNELL: You may send us for examination a copy of your 900 page Dartnell Advertiser's Guide for 1927 with memorandum invoice for \$5.00. If we don't want to keep the Guide we will return it promptly for full credit.

Company.....

Individual.....

Address.....

The "Professor" Will Tell You How to Hire Salesmen

A Protest Against the Charlatans and Fakers
Who Pose as Sales Personnel Experts

SEVERAL of the largest companies in the country who employ thousands of salesmen have been making for the past several years a careful, well directed, intelligent study of personnel work. Under the guidance of men who have devoted their lives to the study of vocational work, these large corporations are doing excellent work in determining the type of men best fitted for various sales positions.

But they are frank to admit that they are still more or less in the dark. One man who has done notable work in this field says that it will be years before he can, through the study of thousands of cases, determine with any degree of accuracy just what type of men are best suited for salesmen for his company. But he has done good work, and to a certain extent has greatly simplified and standardized the methods of hiring men. He has been able to show his company how to reduce turnover and to attract a higher percentage of successful salesmen. But he modestly admits that he has scarcely scratched the surface.

Clairvoyant Powers

In spite of the difficulties of this work, and the knowledge that it is a colossal task the country seems to be flooded with men who can "without asking a single question" tell any and all salesmen what stands in the way of success. These fakers can take one glance at a salesman and answer these questions: Are you mentally slow or fast? Are you weak in confidence? Are you resourceful but timid? Are you fickle, flighty or foolish? Are you a fighter but too proud to fight? Are you ambitious but discouraged?

After they have answered these and a host of other questions the victim is told to start right out and begin succeeding, the road to

quick success being pointed out as selling real estate, books, insurance, Texas farm lands, Florida lots, Muscle Shoals property or what have you.

It is too bad that the reliable, honest real estate men have to compete with such methods. It is too bad that the business of urging men to invest in a house and lot is burdened with a host of these quacks whose methods smack of the old time medicine showmen or of the traveling phrenologists of a generation back.

The Damage They Do

No wonder it is difficult to recruit salesmen. No wonder the real salesman shies away from the want advertisements and goes stumbling around looking for a place. No wonder the sales manager in need of a man, and the man in need of a job, find so much difficulty in getting together when the field is cluttered up with these "professors" whose methods are no more scientific than the dirty-necked gypsies of Halsted Street.

A great percentage of the "salesmen-wanted" advertisements are an insult to intelligent salesmen. The promises made, the glowing futures painted, the gross mis-statements in these advertisements not only mislead the boobs, but they discourage real salesmen. The people who write and print these advertisements force legitimate sales managers to stoop to similar levels in recruiting men.

SALES MANAGEMENT magazine has a suggestion to offer which may, if carried out, succeed in exterminating a few of the most flagrant of these fakers who pose as "character analysts," "vocational experts," and "success teachers." Let the sales managers' clubs—the real aggressive, alert and vigorous clubs—such as the New York Sales Managers'

Association, The Philadelphia Sales Managers' Club, and the St. Louis Sales Managers' Club, wait on some of these charlatans and invite them to appear before the clubs.

Let the clubs organize a committee to investigate the past history and achievements of some of these men. At a public meeting conduct an examination in which one of these self-styled "foremost character analysts" will be given an opportunity to submit proof that he has, by experimentation, research and scientific study, developed a system whereby he can tell "without asking one question" whether or not a man will make a success as a salesman. Let him submit proof of his right to call himself a "professor." Let him submit proof that a reasonable percentage of the men he has selected for sales positions have been successful.

A Job For Sales Managers

We venture to assert that not one of these so-called "professors" would submit to such a fair and impartial examination. It is true that almost any of them can furnish testimonials. So can the fakers who sell remedies which they claim will cure cancer, tuberculosis and diabetes. It is true that they can often stage a demonstration that looks convincing, but when carefully analyzed is found to be pure hokum. Let the sales managers' clubs of the country make a real effort to chase out the fakers who impose on salesmen, and the gullible companies who need salesmen, and the cost of recruiting salesmen will fall off perceptibly.

ROHR APPOINTED BY EDWIN A. MACHEN

FRANK J. ROHR has been appointed as representative of the Edwin A. Machen Company in Toledo and northwestern Ohio territory.

Mr. Rohr was formerly manager of the Toledo office of the Barron G. Collier Company. Previous to that he was in newspaper and agency work in Buffalo and New York City.

"N.S.F."

DEALERS are led to stock merchandise because of the promise of three things: Quality. Price. Salability. Advertising creates salability in merchandise of merit offered at a fair price. The obligation to keep your promise to create salability through advertising is as definite as your obligation to deliver quality at a fair price. Some advertisers undertake to cancel that obligation so far as the farm market is concerned, by advertising limited to publications reaching only a small per cent of the farmers. They may reasonably expect their dealers to regard their promise as they do a check the bank has returned marked "N. S. F." The Farm Life group of more than a million farm families is important to dealers who sell to farmers. Other good farm papers are needed to reach other groups.

T. W. LEQUATTE
Advertising Manager

Farm Life

Spencer, Indiana

Free Booklet explaining L M S
unusual Warehousing Plan
mailed free on request

Warehouse Storage at unusual saving

**Here's real news! Storage
rates in Britain from one-
half to one-seventh of cur-
rent American rates.**

You can save money right now on shipments to Britain by using the new L M S storage service. The L M S owns and operates 350 storage warehouses at its terminals in practically every important industrial center throughout Britain. Storage capacity exceeds 100,000,000 feet. Direct rail connections between warehouses.

The L M S is the only British Railroad serving with its own railroad all major British ports. All merchandise is delivered right through to store door with its own teams and trucks, 1,300 motor trucks and 10,000 teams continuously employed.

Recently a prominent American Exporter sold merchandise to a British customer for future delivery. He shipped directly to the L M S warehouse in buyers' home town in England where it was held at a mere fraction of cost which same storage would be anywhere in the United States. Delivery of the merchandise was given to buyer by special L M S motor truck service on exact delivery date.

In addition to the example quoted, authentic bulletins will be published from time to time demonstrating how L M S Service assists American business. Watch for the next example—it will pay you!

LONDON MIDLAND & SCOTTISH RAILWAY OF GREAT BRITAIN

THOMAS A. MOFFET
Freight Traffic Manager in America
One Broadway New York City

**THE ONLY BRITISH RAILROAD WITH AN
ACTIVE FREIGHT DEPARTMENT
IN AMERICA**

The Banker and Your Sales Policies

(Continued from page 692)

angles. The body manufacturer's credit is excellent because his financial condition is such that he could liquidate all claims within ninety days. Moreover, he would have no difficulty in finding another market for his product—if it should come to that. And from a production point of view, selling to one car maker is good policy, for it allows of the utmost efficiency in concentration on a few models.

Why One Loan Was Refused

Checking of sales records in another case showed that nearly 40 per cent of the company's total output was sold to five or six large chain stores and a mail order house. The other 60 per cent of the business was done with independent retailers. As a condition to an extension of the credit line the banker suggested that greater sales effort be put into increasing sales among the smaller customers. Where a few concerns take too large a proportion of a manufacturer's output it is natural for the big buyers to sharpen their pencils anew with each buying season, and the producer finds his profits being gradually whittled away. In the case of the automobile body builder the manufacturing competition was not acute; in fact, it was in the interests of the car maker to see that the supplier of an important part of his product was allowed to make sufficient profit to stimulate plant expansion in step with mounting requirements. But where there are many factories in the field as potential stockers of the retailers' shelves it behooves the manufacturer to maintain diversification of sales outlets, and it is the general experience that smaller buyers are the more profitable accounts because they do not expect special concessions. Of different import—but significant of banking vision—is the case of

a bank's refusing a loan to a group of men who planned to merge several companies for the sole purpose of carrying on an aggressive and bitter fight against a rival. The banker wisely refused to furnish the sinews for a commercial war which is as much out of date as it is devoid of all sense of the true function of modern business. But he did agree to supply funds for the consolidation, with the proviso that the management would enter into a vigorous selling campaign with the idea of bettering the product and bettering the service, at a price calculated to yield a fair profit rather than to undermine a large rival.

The Banker Wants Facts

After all, the banker's chief interest is in the ultimate financial result of business—profits. He is broad enough to see that the greatest benefits for the greatest number yield this result most satisfactorily. His broader vision today springs from his combination of business and banking experiences. He is a wiser counselor than he was ten years ago, for he has looked into the hidden wheels and springs of many businesses and knows what makes them go—forwards or backwards. And with this background of experience he is able to maintain a detached viewpoint; he is neither the dupe of over-enthusiasm nor the victim of fears engendered by half-hearted successes or occasional failures. He never takes counsel of hope or fear; he sees things as they are in relation to the existing broad structure of industry and commerce.

The banker wants facts—lots of 'em—for he acts upon facts, after he has stripped them of opinions, hopes, doubts, prejudices, wishes, and aspirations. That is why he wants to know all about your selling methods and policies.

The Prospect Who Says "I'm Not Ready to Buy"

(Continued from page 698)

"Not long after this I received a telephone call from one of the vice presidents of the same company, whom I also sold. The manager of operations had such a wide reputation for being a careful buyer, that when he did buy something and pay the full price for it, all his friends and associates were convinced that it was good.

"I have made two more sales to other officers of that company since then, and three others are now among my best prospects. All this business has developed, I feel sure, because I took care to make that first sale right."

An Eleventh Hour Sale

The story of how Mr. Hall made the B. T. U. Club—which is the Frigidaire salesmen's honor club referred to before—last year, is an interesting one. The salesmen were given until ten o'clock of the morning of January 3, 1927, to wire in their last orders toward credit on the 1926 volume of business.

"The last week in December came," Mr. Hall said in relating the incident, "and I had 988 B. T. U.'s. I needed only 12 more to make the club, to win a trip to convention, and \$100 in gold.

"Among my prospects was a man who was building a house—a man whose name had been given to me by one of the prominent women of Beverly Hills I had sold some months before. I had called him on the phone, but he said, a little irritably, that he was trying to take things in order on this building job, and he wasn't yet ready to talk about refrigerators. A few weeks later I called him again and got the same story.

"I wanted that order badly, so on New Year's Eve I telephoned the woman who had given me his name, explained the situation to her, and found that the two families were planning on spending

the evening together. She said she would see what she could do to help me.

"But the effort was of no avail, because, as she told me the next morning, he couldn't be made to commit himself. By that time I was ready to take a desperate chance. So the following morning at 8:30 (10 o'clock was the deadline on orders, you'll remember), I called at this man's office. I said "Good morning" to his secretary outside his door and walked straight past her into his office, introduced myself, and got the response I had expected, 'Didn't I tell you I wasn't ready to buy refrigerators yet? And didn't I also tell you I'd let you know when I was ready to see you?'

"Then I told him I had a particular reason for wanting his order right then, even though he wouldn't need his refrigerator until six months later, and I asked him if he wouldn't listen for just a very few minutes.

The Uneasy Prospect

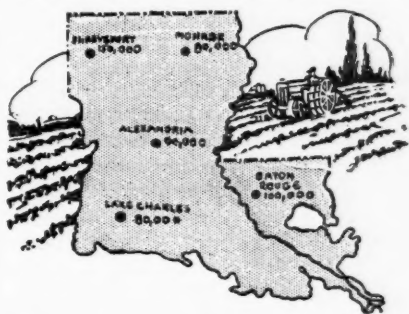
"He brought up a number of objections—one that he might want to change the model of the machine—and several others of less importance, and finally agreed to sign an order.

"When I had the signed order in my pocket, he warmed up and asked me a number of questions about my work, and finally even offered me a job—which I mention merely to show that he liked the attention I had given him, even though I had been somewhat over-persistent, perhaps, in getting his order.

"At five minutes to ten I filed my telegram with the order on it. That order—it was a \$600 one—put me over the honor quota with 1,012 points as a total for my first nine months' work. This year so far I've sold 640 B. T. U.'s—I determined to make the club in six

Are You only scratching the market in Louisiana?

Every farmer knows that if the soil is rich, and there's plenty of it, you can just scratch the surface, plant the seed, and often produce a profitable crop—but if you will plough deep, the chances are better for success.



When your advertising program calls for only the metropolitan newspapers, you are but scratching the surface in Louisiana. Almost 75% of the people of Louisiana live outside of the metropolitan area. There are five prosperous and populous cities that are major markets which can only be reached effectively through the home town dailies.

TO SELL GOODS TO 500,000

Folks With Cash—Plan Your Campaign to Include:

LAKE CHARLES
AMERICAN - PRESS

The Monroe
News Star

Shreveport
Journal

Alexandria
Daily Town Talk

BATON ROUGE
STATE-TIMES AND MORNING ADVOCATE
(AFTERNOON) (MORNING)

Use them ALL
Plough deep, and you shall reap

Write one or all for information on
LOUISIANA

Sell More at Less Cost

COMPETITION for orders is keen. The cost of getting orders is mighty high. It takes money to keep salesmen on the road. Every executive is faced with the one big problem in trying to increase Net Profits—"how can we reduce the high cost of getting orders, how can we make our salesmen's efforts more productive?"

Anything that can be sold, can be sold by mail

With an intelligent use of Direct Mail you can secure orders direct without salesmen. Or, you can let Direct Mail do the *telling* about your product and have the salesman's time for actual *selling*. What can your star salesman tell about what you sell that cannot be written, printed, and mailed to your customers and prospects?

No matter what your Line of Business

a year's subscription to POSTAGE MAGAZINE will bring you practical, helpful Selling Ideas that can be profitably used to increase Sales and reduce Selling Cost.

(Letter-Writer)—Hiram N. Rasely, Business Letters, 858 Little Building, Boston Massachusetts: "To my mind POSTAGE is the greatest single influence in the letter-writing and Direct-Mail field today. I would not be without it. May its good work go on!"

(Manufacturer)—J. E. Markus, President, Markus-Campbell Company, 3601 Michigan Avenue, Chicago, Illinois: "We look forward eagerly to every issue. From your October number, we got two definite ideas that we applied to our follow-up series. Tests already made indicate nearly double usual returns."

(Investment House)—Franklin Richards, Bowman & Company, 220 North Fourth Street, St. Louis, Missouri: "Sooner or later—no matter what the line of business activity—POSTAGE is bound to cover the Direct-Mail problem of its readers!"

(Printer)—Alfred Albright, Manager, Art Printing Company, 134 Cleveland Avenue, Northwest, Canton, Ohio: "We like POSTAGE very much and wonder if you would give us permission to reprint the article 'Service' in January issue. POSTAGE is always good. We certainly appreciate it and derive many good ideas from it."

Subscriptions are sold with a 100 per cent Guarantee. If after reading 12 issues, you write that the investment of \$2.00 has not been a profitable one, we will gladly refund twice the amount paid—\$4.00. That's fair, isn't it? Sign and mail the coupon below. Bill sent after subscription has started.

Postage Magazine

Devoted to Advertising and Selling by Letters, Folders, Booklets, House Magazines, Catalogs, Blotters, etc.

18 E. 18th STREET, NEW YORK, N. Y.

POSTAGE MAGAZINE

18 East 18th Street, New York, N. Y.

Yes, you may send me POSTAGE for one year. Bill me for \$2.00. I am to get \$4.00 back at end of the year if not fully satisfied.

Name.....

Address.....

S.M.

months in 1927, and I think I can do it."

Mr. Hall declares that the majority of his sales are closed in the evening when he can see the husband and wife together in their home. He works practically every evening in the week, Saturdays and oftentimes Sundays.

He keeps the buyer's attention centered entirely on what his product will do.

"When I find one point which has interested the buyer about my product," he said, "I try first of all to sell him Frigidaire exclusively for that one reason. If, for instance, a buyer has a small baby and wants the health protection electric refrigeration will give, then that is sufficient reason for making the investment, and I try to close him on that basis.

A Ticklish Situation

One point Mr. Hall brings out in connection with his selling activity which seems worthy of special emphasis is that he watches, with the utmost care, for the development of any restraint between himself and the prospect, and immediately forgets his selling mission until he has removed it. He is careful to have his prospect thoroughly at ease, and he would rather defer an appointment than try to sell when a buyer has something else on his mind.

As an example of the way in which he meets such a situation, Mr. Hall cited this instance: "I called at a beautiful big home in my territory not long ago and succeeded in interesting the woman in a Frigidaire. Later when I tried to make an appointment to see both her and her husband, she told me to come out that evening, that she wouldn't be there, but her husband would see me.

"When I came in I found the man playing billiards with his son. His wife had gone out, and some of the other children were getting ready to go. He was surprised to see me, and it was immediately evident to me that his wife had forgotten to tell him I was coming. He was restless and a little annoyed.

"Even though I had made a long trip to get there, I apologized as tactfully as I could, and told him that if it would be inconvenient for him to see me then, I would gladly return some other evening. Then he realized how far I had come, and his natural courtesy came to the fore. 'I'll see you now,' he said, 'if you'll wait just a few minutes.'

"I closed the sale that night for a \$600 machine—and it was my first call on him. I think, however, that the care I used in eliminating that restraint before I told my story, was largely responsible for the favorable attitude of the buyer when it came to signing the order. Some salesmen are quick enough to sense restraint, but instead of trying to remove it, they try to blunder over it, or 'steam roller' it, thereby only aggravating an already bad situation."

The fact that Mr. Hall keeps faith with his customers is one of the biggest reasons why they keep him supplied with a continuous stream of new prospects. His careful study of human nature has developed his ability to judge when to stay away from a buyer as well as when to call. Six or eight months ago a prominent club woman of Beverly Hills telephoned to Mr. Hall and said she wanted him to call. It looked like a prospect for an immediate sale. However, after he had called and presented his proposition, the woman thanked him and told him she wasn't ready to buy then, but would be in about six months and would let him know when she was ready for an installation.

When Not to Insist

"She was the executive, self-thinking type of woman," Mr. Hall pointed out, "and I knew she had made up her mind just how she wanted to handle everything. So I asked, 'Then you'd prefer I would not call on you again until you telephone me?' 'I'd much prefer so,' she replied.

"Six months later she telephoned me and said, 'You've kept your promise, and now I'll keep mine. Will you fix up an order for me for a Frigidaire?'

"There's a sale that was made by staying away!"

Mr. Hall tries, he says, to make friends of his customers. When the sale has been made, he often lingers a few moments just to talk to his buyers. He informally reminds them that records show that each Frigidaire sold is responsible for the sale of three and one-half more machines, and asks them to let him know of any of their friends who might be interested.

Plenty of Facts

Another thing that is impressive about Mr. Hall's selling methods is the vast amount of selling ammunition he has at his finger tips. He carries not only the company's regular sales kit, which pictures the sales story of Frigidaire, but he has a whole reservoir of reserve facts and figures and exhibits which he draws on when a sale shows signs of becoming difficult. The most interesting piece of his equipment is his own scrap book, in which he has pasted clippings from newspapers, extracts from General Motors advertising and promotion matter, photostat copies of good letters, and personally written testimonials from prominent women in his territory.

Since he has at least one Frigidaire in almost every block in his territory, he has little trouble in showing his prospect the name of someone he or she knows, who has bought one of his machines and who is well satisfied with it. It may seem strange that by far the greater majority of Hall's sales are made without the prospect's seeing the particular machine he buys—he sees only a picture of it. But such is actually the case. If a buyer wants to see the refrigerator, an appointment is made for him to visit the sales room in the territory.

In fact, Mr. Hall's selling tools are so numerous that he says frankly he isn't afraid of any objection a buyer can bring up, except the one that he actually hasn't the money to buy, and is really unable to finance the purchase of a Frigidaire at the present time. He says he has

found the advertising of General Motors to have done a large share of the missionary work on the idea of electric refrigeration, although when necessary, he does not hesitate to begin at the very beginning of the story with a prospect, and tell him why he's not buying an "ice-box," but a refrigeration service.

The thing that commends itself to the attention of any sales manager about Mr. Hall's work is the solidity with which he is building up his territory with the quality of his product as a nucleus for it all. He believes he has the best product of its kind on the market, and he has dozens of facts to prove his contention—and it is this belief which shines through every word he says as he talks.

"There are just three reasons for Hall's success," one of the company sales executives said, "and those are: knowledge of his product, a vast amount of natural enthusiasm, and hard work. And the greatest of these is hard work!"

Mr. Hall points out that the natural interest and enthusiasm which helps him to sell as much as it does, is a thing that can't be faked. It must be natural and spontaneous.

"But of course," he adds, "you can't have only enthusiasm without facts. And facts won't help much if you don't put in plenty of hard work. It's the 'symphony' that counts."

MEHREN TO REPORT WORLD CONFERENCE

EDWARD J. MEHREN, vice president and chairman of the editorial board of the McGraw-Hill Publishing Company of New York, will report the World Economic Conference at Geneva, May 4, for his organization. Mr. Mehren will sail on April 20 with the five American delegates appointed by President Coolidge, and the ten experts selected from government departments.

Some of the topics to be covered in the conference are commerce questions, industrial problems, production statistics, and agriculture and its difficulties.

SEND FOR FREE PENCIL



Introducing a new product?

Advertising with imprinted Eversharp pencils will smooth the way—It is

DIRECT:

No matter who your customers or prospects are, or where, you can reach them with imprinted Eversharps, by mail or through your salesmen.

PERSONAL:

They are practical articles of personal use, appealing to everyone, and render a service that is appreciated.

EFFECTIVE:

Used a dozen times a day they give your advertising "preferred position." There is no chance to forget you. Their effectiveness in actually increasing business is being experienced by scores of firms.

LONG LASTING:

Re-fill leads and erasers can be secured at practically every drug, stationery, jewelry, and department store, lengthening the life of the pencils for years. Your advertising investment is conserved.

INEXPENSIVE:

For only 31c per customer you can reach a thousand buyers every day for two years or more. Figure out what this is per day.

Some of Eversharp's many uses

Advertising Specialties
Sales Contest Prizes
Premiums • Souvenirs
Holiday Remembrances
Office Equipment

Order your holiday
remembrances now!

--- [A sample Eversharp will be sent to executives in exchange for this coupon] ---

Advertising Specialty Dept.

THE WAHL COMPANY

1800 Roscoe Street, Chicago, Ill.

Mail me a sample Eversharp and some information about its advertising possibilities.

My Name.....

Company.....

Street.....

City and State.....

SM-427



EDITORIAL COMMENT



Include Hawaii on Your Next Trip West

On a recent visit to Honolulu your editor met five sales managers of important American advertisers, and one sales manager of a large New Zealand company, who were "looking over" the Hawaiian market. One of these men, representing a condensed milk manufacturer of the Middle West, had spent a month in the Islands calling on the trade, developing a special Japanese advertising appeal, and training a group of Hawaiian born Japanese and Chinese to introduce the company's products into Asia. This sales manager was highly pleased with what he had been able to accomplish and elated over the fact that he had personally called on every important dealer on Oahu, Maui, Hawaii and Kauai islands. As a result of this trip he expects to double the sale of his product in the Islands this year. The volume last year had climbed almost to the \$100,000 mark. Other sales managers I met there were equally enthusiastic. All of them kick themselves for not having "discovered" Hawaii before. Are you getting all the business you should be getting from the Hawaiian Islands? Are you satisfied with your distribution there? Would it not pay you, or one of your lieutenants, personally to visit the Islands and get first hand information concerning the best way to sell your products there? Hawaii is just as much a part of the United States as Los Angeles or Albany, but it has a sales complex that is different and it is surprisingly easy "to take."

How Far Will Low Prices Take Mr. Ford?

Whenever a price discussion is under way someone is sure to point to the success of Henry Ford as evidence that the public wants cheap things. But it seems that the Ford success has at last reached a turning point. It is well known that his flivvers are losing popularity. His dealer organization is deserting him in serious proportions. Merchants are aroused and are boycotting Ford in every way. General Motors with their Chevrolets are making substantial gains. The public, instead of looking upon Henry as a sort of god, is beginning to wonder if, instead, he isn't a sort of "nut" who has become obsessed with certain erroneous ideas.

The Ford advertising policy is an example of his misguided ideas. He boastfully stated, in cancelling his advertising, that he never believed in advertising.

On a lesser scale other manufacturers occasionally become obsessed with similar ideas of grandeur. They think their ideas should be jammed down people's throats. They think they can dictate to

dealers, and foist their ideas of religion, life and happiness on everybody. Then along comes a competitor who tends to his knitting instead of trying to save the Republic, and something snaps. The National Cash Register Company was and is one of the greatest organizations in the world, but Remington taught them that they did not have a divine right to the cash register business of the world.

The adding machine business has been turned up-side-down in the past few years by "newcomers" in the field. The public is quick to find new idols to worship—and new places to spend money. Just when you think you have a strangle hold on success is usually the time to redouble your efforts. It is more difficult to hold leadership than to gain it—and low prices at the expense of everything else is the least effective policy of all.

What's Wrong With the Average Hotel?

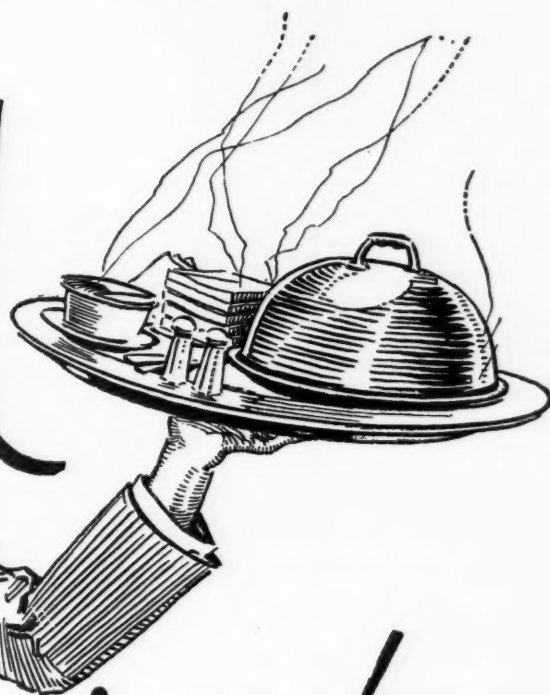
If anybody in the country knows what is wrong (if anything is wrong) with hotels it ought to be the salesmen and sales managers of this country.

The American Hotel Association, *Hotel Management* magazine, The Hotel Credit Letter Company have asked SALES MANAGEMENT magazine to serve as a friendly referee in a discussion of grievances against hotels. These organizations feel that the sales manager, who is the biggest buyer of hotel accommodations, ought to be given a chance to air his opinions of hotels. We are glad to act as referee and will pass on to the organizations mentioned any kicks, complaints, charges, or grievances which our readers have to make against hotels in general or in particular.

The organizations mentioned are very anxious to obtain the frank opinions of as many sales managers as possible—particularly their ideas concerning service and rates. Write us in detail and your letters will be forwarded to the committee. We cannot promise instantaneous improvements as a result of your letters, but every letter will help bring about improvements and a better mutual understanding.

Sales managers use hotel space on a wholesale scale; they use every detail of hotel service; individual accommodations, sample rooms, banquet rooms, lecture rooms, convention and exhibit space. In the course of a year many sales managers buy hotel service in almost every state in the Union. The hotel men want to improve service wherever possible and are looking to sales managers to help.

Food



is vital!

First....!

IN LOCAL, NATIONAL
AND TOTAL LINAGE,
IN THIS MAJOR CLASSIFICATION.

and the Journal led in the first quarter of 1927 carrying more than forty-four per cent of the *total food, grocery and beverage advertising* in all of Portland's newspapers!

Food, Groceries and Beverages
Linage First Quarter, 1927

JOURNAL	225,554
News	115,150
Oregonian	114,422
Telegram	47,194

The JOURNAL

Portland, Oregon

BENJAMIN & KENTNOR COMPANY "Special Representatives"

Lake State B'k Bldg.
CHICAGO

NEW YORK
2 W. 45th Street

LOS ANGELES
401 Van Nuys Bldg.

SAN FRANCISCO
58 Sutter Street

PHILADELPHIA
1524 Chestnut Street

1727

The Trade-In Problem

(Continued from page 704)

allowed a corresponding amount. "It is explained," says Mr. Vanderhoof, "that many times a customer can place the old machine in another department or branch, or keep it for peak-load or relief service. The old machine placed with a branch office opens the way for new machines later. If the customer says that the trade-in machine is no good to him, he acknowledges that it is worth little, and consequently cannot insist upon an unreasonable allowance."

Trade-in Schedules

Only one machine may be traded in toward the purchase of a new machine, and the factory credit to the salesman on any machine remains constant in accordance with the values shown on the schedule. The salesmen work on a straight commission basis, and commission on trade-in sales is figured on the list price of the machine sold, after which the entire allowance is deducted from the commission. The salesman's commission account is credited with the amount of the factory credit on the allowance when the traded-in machine has been received at the factory. All traded-in machines must be handled in uniform fashion and shipped in at the end of each month.

Another manufacturer in the office appliance field switched over, a number of years ago, from the plan of shipping traded-in machines into the factory, to another plan whereby the salesman determined the exchange value and disposed of the machines himself, both those of his own make and competitive machines. This policy, according to the sales manager, has proved unsatisfactory, and within a short time the company expects to return to its former practice of bringing all the trade-ins to the factory.

The White Sewing Machine Company formerly allowed salesmen to judge the worth of old

machines offered for trade-in. The old machine problem became acute in this industry after the introduction of the electric machine; during this period 85 per cent of this company's prospects were already provided with some type of machine which they wanted to trade in.

"Just as soon as the volume reached a point where the market was not absorbing these old machines locally," says F. M. Payne, sales manager, "it became necessary for us to classify them and adopt standard prices, which were established by virtue of the demand of the market. Now we have one schedule for old machines which prevails all over the United States. Machines are classified according to their type or model but are graded according to their condition. That is to say, a machine may belong to classification A, but may be graded A-1, A-2 or A-3. If it is in salable condition it is A-1. If it requires but a limited amount of work to be placed in salable condition, it is A-2. And so on. Machines in some of the classifications are junked and not offered for re-sale because they have little or no value and it is better to have them off the market.

A Flat Allowance Plan

"All our offices endeavor to dispose of as many sewing machines locally as possible, and the surplus is shipped to points where we have large warehouses and facilities to put them in salable condition. At these points effort is made to find a market for them. There are many independent dealers throughout the country who patronize these warehouses and materially assist us in finding a market for the stock."

Other concerns that have established standard schedules of allowance with varying degrees of satisfaction in results, are the Monroe Calculating Machine Company, the Humphrey Company, Ditto, Inc., and the P. A. Geier Company, makers of Royal

electrical products. The Monroe company's schedule applies to machines of their own manufacture, while trade-ins of other makes are handled through second-hand dealers. The salesman does not make his allowance on these until after he has obtained a market for the trade-in machine.

Felt & Tarrant Manufacturing Company, makers of comptometer machines, report a somewhat unusual plan of handling trade-ins, in that they make a flat allowance of \$30 for any second-hand machine of their own manufacture, up to machines twenty years old, never more, nor less. "That relieves the salesman of a great deal of argument," says D. E. Felt, "so that he can devote his time only to rendering instruction and his educational service to the customers."

The Musical Instrument Field

Perhaps there isn't any field, except that of automobiles (trade-in problems of which will be discussed in another article in an early issue of *SALES MANAGEMENT*), where the trade-in bugaboo has been so serious as in the musical instrument business. Trade association efforts, while they have done something toward publishing consolidated catalogs, and made other efforts toward rationalizing and standardizing practices, have been unable to help the individual manufacturer to any great degree. This is largely due to some peculiar difficulties inherent in the musical instrument business. The age factor, for instance, is one that could not satisfactorily be used as a criterion for a schedule of standard allowances, for, as the retail manager of Hardman, Peck & Company, points out, a piano in the home of one customer for ten years might be worth infinitely more than one in the home of another for three or four years.

Accordingly, present tendencies seem to lie in the direction of expert examination of trade-ins, with subsequent reports to the

sales department, after which each sale is handled according to the value set upon the turned in instrument, with efforts made to get the trade-in at a price which permits the manufacturer some profit on the transaction.

"When the trade learns that they must get these trade-in allowances down to practically what the old instrument is worth, they will make some money," says an executive of one of America's oldest companies in this field. "Until then it will be the biggest overhead and eat up more profits than any other feature in the retail business."

Handling Piano Trade-ins

George W. Stieff, president of Chas. M. Stieff, Inc., expresses the opinion that many companies do not take time and care in repairing trade-in instruments, which makes resale a great deal more difficult.

"It has always been our policy," Mr. Stieff says, "to give the customer an honest value for the trade-in. I have found that in some instances our competitors mark their goods at an excessive price and then allow an excessive amount for trade-ins. This, however, all works out to our advantage, in view of the fact that it is not so much the allowance made on a trade-in as it is the actual amount of cash difference which the customer must pay.

"We have been extremely fortunate in disposing of our trade-ins, and although we have to spend quite a little money in repairing them, we have generally found it is advantageous to put a piano in good shape. We do, however, make a larger allowance for a trade-in if the prospect buys a \$3,000 piano than if he bought a \$500 instrument. On old obsolete instruments, such as organs and square pianos, we allow nothing.

"With the exception of one or two of our branches, our second-hand stock is really below normal, as we always make it a point to resell these instruments as soon as possible. We find that there is a ready sale for used instruments that are in good condition."

Hardman, Peck & Company make a point of their published retail price when arranging trade-ins. "We impress our customers with the fact that our prices are based upon a net cash figure," says Calvin T. Purdy of this company, "so that whatever we allow them is an actual allowance and not a fictitious one, as could be easily arranged on instruments with no fixed and published retail price."

While trade-ins are just on the threshold of becoming a problem in the radio field, nevertheless wide-awake merchandisers in this field have already taken steps to meet it, or at least to discuss possible methods for handling it. The Pacific Radio Trade Association last year issued a special report on radio trade-ins.

This report was based on a questionnaire sent out to a carefully selected list of dealers, who reported that trade-ins were already a factor in 25 to 30 per cent of their sales; 80 per cent stated they thought trade-ins were necessary as a part of a radio selling plan. It is interesting to note that the question as to whether or not it would be wise to establish a central clearing bureau for the purpose of handling traded-in machines, was flatly discouraged by the committee in its report.

The Radio Industry

In a summary of its investigation, the committee says:

"The committee feels that the ideal handling of a set which is offered as a trade-in would be as follows:

"The dealer should examine the set and quickly make an estimate of what he feels it may be promptly resold for, or should offer its owner one-half of that figure. The above procedure calls for an eye appraisal made promptly and a statement of the exchange offered in a manner that does not leave room for bargaining.

"The committee cautions the dealer in making the above appraisal of a trade-in that his profit is not equivalent to a 50 per cent discount, as might be

(Continued on page 776)



Advertising Managers!

Send for Catalog Describing this Better Method of Displaying Advertising Matter

Multiplex will assist you in your work. Mount samples of your advertising on the page-like wings of Multiplex and you have always before you, arranged in proper order, a complete loose leaf record of your advertising. The wide variety of available types of Multiplex Fixtures are illustrated in a catalog sent upon request. Mail the coupon.

Keep Salesmen Posted

For the benefit of salesmen, mount samples of your advertising on Multiplex. Advertising campaigns properly grouped on these swinging wings, make the story of your advertising plans clear and forceful.

Use in Reception Rooms

Decorate Multiplex with samples of your advertising, photos and testimonial letters. Place it in your reception room. Observe the interest it holds for your customers and visiting dealers.

Send for Catalog

See just how Multiplex equipment will serve you and save you time and inconvenience. Note the flexibility and adaptability of the equipment—the numerous types available—the reasonable price of the fixtures. Get catalog, and price list. No obligation is incurred.



CLIP THIS COUPON

MULTIPLEX

**MULTIPLEX DISPLAY
FIXTURE COMPANY**

925-35 North Tenth Street, St. Louis, Mo.

Please send me catalog of
Multiplex Fixtures for displaying
advertising matter.

Name _____
Firm Name _____
Address _____
City _____ State _____

Published monthly, supplemented with bulletins and covers daily newspapers, farm papers, general magazines and business papers.

To select the proper advertising mediums, you need

STANDARD RATE & DATA SERVICE

IT GIVES up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes--and circulations on publications in the United States and Canada.

-----USE THIS COUPON!-----

Special 30-Day Approval Order

_____, 192

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois.

Gentlemen: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30-days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name _____

Street Address _____

City _____

State _____

Individual Signing Order _____

Official Position _____

Big Planters Fight Hawaiian Tourist Advertising

(Continued from page 756)

"Where-to-Go Bureau" of five national magazines.

That year the old Hawaiian Promotion Committee changed its name to The Hawaii Tourist Bureau and decided to advertise in earnest. Results from the hit or miss publicity work which had been carried on for seventeen years previously, had shown enough promise to justify a try-out of paid space, for with practically no organized effort tourist travel had increased from fifteen hundred tourists in 1903 to 7,000 by 1920. So that year \$47,000 was appropriated, an advertising agency was consulted, and the wheels set in motion. The die had been cast—and there was to be no turning back. Nor was there.

100 Per Cent Increase

Let us see what has happened: In seven years the number of tourists have climbed from 7,000 in 1920 to more than 15,000 in 1926 and would have gone much higher if carrier facilities had been available. But the sales department ran away from the production department, as it has done so many times before.

This past season thousands desiring to go to "the Islands" stayed at home or went elsewhere because they could not get acceptable steamer accommodations. Two new steamers are now being completed and will shortly be placed in service. One of these ships alone will afford first class accommodations equal to 50 per cent of the existing space.

This new steamer, which will make its maiden voyage in June, will sail from San Francisco. Los Angeles, not to be outdone, is putting on a new steamer, which will practically double the first class accommodations from that port. The Dollar Line has rearranged its steamship route so as to provide a new triangular service between Honolulu, San

Francisco and Seattle. A new \$4,000,000 hotel—The Royal Hawaiian—was completed in February at Waikiki Beach with 400 rooms. This is said to be the finest winter hotel anywhere in the world. The old Monaro Hotel, for many years the leading hotel on the Islands, will be remodeled and enlarged. A syndicate has been formed to build a chain of hotels on the other islands, so that future tourists may plan a trip that will take in all the islands instead of only Hawaii and Oahu as at present. These are just a few of the many plans which are afoot to care for the tourist business which is on the horizon and which advertising has created.

It is confidently expected that by 1928 the Hawaiian tourist tide will have reached the 30,000 mark—which means that more than \$6,000,000 will be spent in Hawaii that year by these visitors outside of what they spend on transportation.

Cumulative Sales Power

Hawaii wanted tourists. She advertised and got not only tourists, but a long list of by-products which have contributed materially to her present and future prosperity. More than that, Hawaii has cast an anchor to windward which may be depended upon to stand her in good stead should anything ever happen to her sugar crop. True, it may not be much of an anchor at present, but it must be remembered that in attracting tourists, as in attracting any other kind of customers, the first hundred thousand come only with great effort and cost, but the second hundred thousand come much easier and the third hundred thousand are attracted by the crowd. Hawaii, through her faith in advertising, has attained that enviable position where the crowd is beginning to work for her.

PELHAM BRINGS BACK BIG ORDER

THOMAS W. PELHAM, vice president and sales manager of the Gillette Safety Razor Company, has returned to Boston after a business tour of the Continent.

The most interesting order Mr. Pelham secured was for 50,000 Gillette safety razors to be delivered at Pretoria, South Africa. After demonstrations by Gillette salesmen at the mines, the demand by the Kaffirs was so heavy, that the South African supply was exhausted in a few days, resulting in this order.

"In the olden days," said Mr. Pelham, "the native Africans shaved with shells, or plucked the beard out by the roots. As civilization came nearer the interior, they used glass as a means of shaving. A piece of glass was highly prized. Now the safety razor has caught the fancy and imagination of the natives, and a new market has opened for this product."

CHAIN SALES GAIN DURING MARCH

F. W. WOOLWORTH Company reports an increase in sales volume of \$1,293,203 for March over the same month in 1926. For the first three months of 1927 this chain's sales were \$53,095,090, as compared with \$48,948,936 for the same period in 1926.

Other companies reporting increased March sales were: Isaac Silver Bros. & Company for March, 1927, \$388,393, as compared with \$298,458 last year; F. & W. Grand 5-10-25 Cent Stores, Incorporated, sales for March, \$878,532, and March, 1926, \$764,630; McCrory Stores Corporation's March sales were \$2,860,075, as compared with \$2,538,344 in March of last year; David Pender Grocery Company's sales for March were \$997,584, and for March, 1926, \$829,201; McLellan Stores Company reported March sales of \$701,229, against \$546,719 in March, 1926.

WE wish to announce that, effective Friday, April 15, 1927

MR. LESTER B. SMITH

former Sales Manager of the Broadway Subway and Home Boroughs Car Advertising Company and recently with the National Department of the General Outdoor Advertising Company, has been appointed our

General Sales Manager



Automatic Movie Display Corporation

130 West 46th Street, New York

A Case for Your Individual Needs



This case may not be the one but we can make one that will satisfy.

We tan our own leather and fabricate the case all in one location

**"FROM COW TO YOU"
TELL US YOUR NEEDS**

THE PERKINS-CAMPBELL CO.

ESTABLISHED 1879

1309 ETHAN ST. STOCK YARD STATION CINCINNATI, OHIO



"This volume is jammed full of up-to-date information, and should be in the hands of every agent and salesman in the State of Texas. If you do not already have a copy I would suggest that you order one from The Dallas Morning News immediately. . . . We cannot too highly recommend this book to you."

—From a circular letter by M. F. Lackey, Manager, Pierce Petroleum Corporation, to all agents, salesmen and supervisors in Texas.

"**I**NDISPENSABLE" is a strenuous word to apply to *anybody's* publication, but if knowledge of the conditions which influence sales in Texas is essential to *your* business—The Texas Almanac and State Industrial Guide is the one reference book you've simply got to have.

More than one time will come when a copy of this book at your hand will save you many, many times its trifling cost.

The Almanac is prepared by The Dallas News—without bias or prejudice—that those who wish to know Texas may be served.

By mail, in paper covers, 60c; in cloth, 85c

The Dallas Morning News
Texas' Oldest Business Institution

Competition Bother You?

You will find a lot of mighty good ideas on how others are meeting competition in the Dartnell Survey of Competitive Trade Practices—the biggest six dollars worth of semi-confidential facts on how to overcome the vital problems of competitive selling ever offered. More than 10,000 copies have been sold. More than \$25,000 spent to gather the information you get for \$6.00—including the loose-leaf binder, indexes, and contents. Get it on approval.

THE DARTNELL CORPORATION
4660 Ravenswood Avenue CHICAGO

WHY OUR MEN DO NOT "GOOSESTEP"

(Continued from page 710)

they do in their own territory is their own business.

We do not ask for sales reports. Routine reports clutter up the mail, and accomplish nothing with our system. Of course, if the unusual arises, we should be informed.

If it is found that a man needs a car in his territory, we will loan him the money and allow him a fixed amount a year as running expenses on it. We, however, determine whether or not a territory can be best served by a car.

Sales conferences are held once a year for all our men. The city salesmen meet once or twice a month, or whenever necessary.

It is quite clear from all of this that with the exception of our method of compensation, we consider a salesman's territory his business to be operated on just the basis he would operate his own business and so long as he displays the necessary incentive and ingenuity to secure results, he is not interfered with in any way by us.

COMMISSION BARS USE OF "TUFHIDE"

ONE of the companies to be affected by the ruling of the Federal Trade Commission, to eliminate misleading trade terms as applied to manufacturer's products, is M. Samuels & Company, Inc., of Baltimore, Maryland, makers of Newark Shoes. They have been directed to discontinue the use of the term "Tufhide" on shoe soles which are composed of material other than leather and which the commission claims is misrepresenting to the purchasing public.

The shoe soles on which "Tufhide" is now stamped are composed chiefly of rubber and carbon black, painted and polished to resemble leather. The company is required to report to the commission within sixty days the manner in which it has complied with the order.

AN AUDIT BUREAU OF ADVERTISERS?

(Continued from page 724)

A. B. C., it might in our opinion go far towards putting advertising on a more credible basis. Membership in the National Board of Review might in the course of time become as indicative of fair dealing with respect to advertising, as membership in the A. B. C. is now indicative of honest standards in connection with circulation.

Perhaps such a proposal is altogether visionary — and perhaps it is not. As for the difficulties in the way, we can see dozens of them, and something more will be said on that score later on. We doubt, however, if they are actually insuperable — provided that advertising men are sufficiently in earnest when they say that they really desire to promote the honesty and the integrity of advertising as a permanent force in business.

Insurance for the Future

If that claim is as sleazy and as hypocritical as much present-day advertising copy is, it is useless, of course, to pursue the idea any farther. We are not ready yet to accept that view of the matter, however. We believe that there is enough far-sighted intelligence in the advertising business to face the facts squarely, and to deal with them on the basis of actual conditions rather than comfortable theories.

If there is not—if the honest and fair-minded majority is willing to continue standing tamely by while the integrity of advertising is being assailed by a handful of exploiters intent only upon immediate profits—that is, of course, different. If that is the case, then the time may not be so very far distant when the "era of advertising" will be merely a curious and striking episode in past economic history.

The Central Adirondack Hotel Association of Utica, New York, has placed their advertising account in the hands of the Fred D. Stevens Advertising Agency.

750% increase in seven years

AFTER half a century in selling a highly competitive staple, an Ohio manufacturer developed a specialty feature which added materially to the commodity value of his product.

His competitors said it could not be sold at a profit because of the added cost of manufacture.

That was seven years ago. They know better now.

In 1919 this specialty was only 15% of the manufacturer's total output. Now it is 85% of an output several times as great. During these years the industry as a whole has suffered the agonies of over-production. But our client, with his specialty, has been taxed to increase his production to keep pace with his sales.

Exceptional? Certainly. It was an exceptional manufacturer, an exceptional product and an exceptional advertising program, conceived and executed in its entirety by an advertising agency that really *works* with and for its clients in the literal sense of the word.

THE PROCTER & COLLIER CO.

For 32 years builders of business for advertising clients

McMILLAN ST. AT READING ROAD, CINCINNATI

25 EAST 26TH ST., NEW YORK

Member A. B. C., A. A. A., and Outdoor Bureau

SALESMEN JADED?

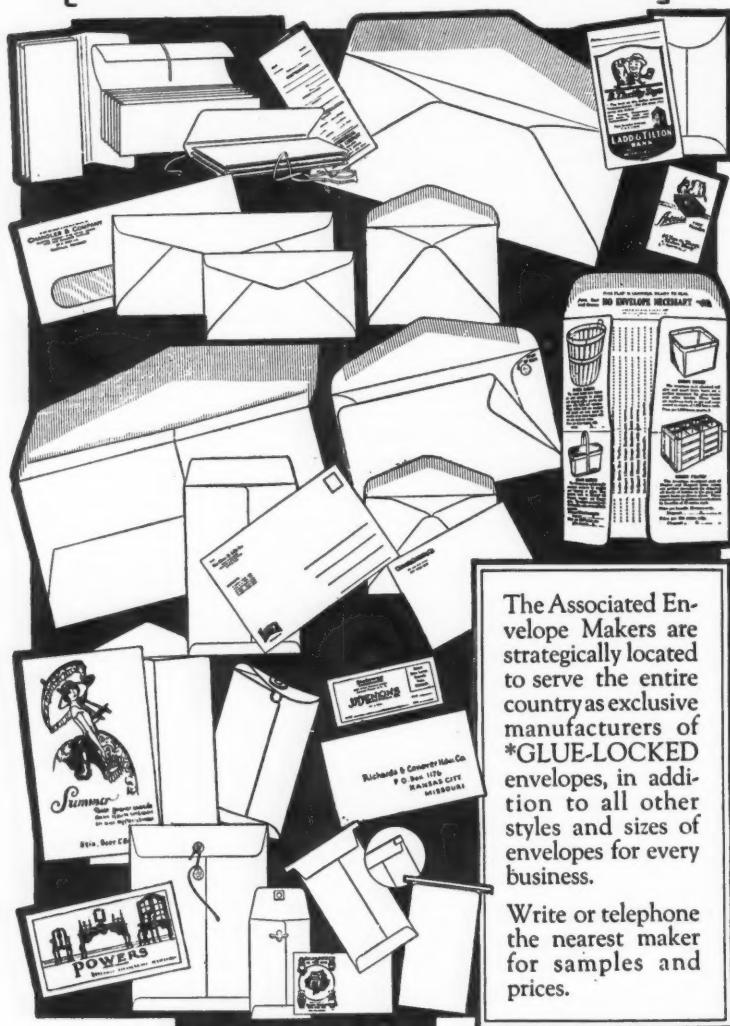
Send them Dartnell News-Photo Bulletins—the new kind with a surprise in every issue—and watch their reaction. Used by more than 2,000 concerns every week. The best thing ever for getting a man to think along new lines and put zest into his work. Write the sales department for copies of recent issues.

THE DARTNELL CORPORATION
4660 Ravenswood Avenue CHICAGO

Every Style and Size

*You can buy every
envelope you use
from any one of
the Associated
Envelope Makers*

[PRINTED—LITHOGRAPHED—EMBOSSED—PLAIN]



The Associated Envelope Makers are strategically located to serve the entire country as exclusive manufacturers of *GLUE-LOCKED envelopes, in addition to all other styles and sizes of envelopes for every business.

Write or telephone the nearest maker for samples and prices.

free!

"ENVELOPE ECONOMIES," a complete handbook on the practical uses and advantages of envelopes of all kinds for all purposes, is sent on request. Write the nearest maker below for your copy.

ASSOCIATED ENVELOPE MAKERS

Better Equipped to Make Better Envelopes

BOSTON

Boston Envelope Company
315 Center St.—Jamaica Plain
Phone—Jamaica 4870

NEW YORK CITY

Berlin and Jones Company
547-553 West 27th Street
Phone—Chickering 8680

PHILADELPHIA

Whiting-Patterson Company
320 North 13th Street
Phone—Locust 0545

BALTIMORE

Oles Envelope Corporation
Montebello Ave., Near 25th St.
Phone—Homewood 8968

CHICAGO

Brown Paper Goods Company
900-910 West Lake Street
Phone—Haymarket 7027

**GLUE-LOCKED
ENVELOPES**

PRINTED—LITHOGRAPHED
EMBOSSED—PLAIN

*GLUE-LOCKED—Reg. U. S. Pat. Off.

CLEVELAND

The Wolf Envelope Company
1749-1781 East 22nd Street
Phone—Prospect 3470

DETROIT

The Wolf Detroit Envelope Co.
530 Piquette Ave.
Phone—Northway 2094

MINNEAPOLIS

Monach Company
Envelope Mfrs. and Lithographers
500 South Fifth Street

KANSAS CITY

Berkowitz Envelope Company
19th and Campbell Streets
Phone—Harrison 0092

ST. LOUIS

Berkowitz Envelope Company
Locust, 23rd and St. Charles Sts.
Phone—Central 2525

DES MOINES

Berkowitz Envelope Company
1013-15-17 Walnut Street
Phone—Walnut 957

LOS ANGELES

Coast Envelope Company
610 East Second Street
Phone—Metropolitan 3113

THE TRADE-IN PROBLEM

(Continued from page 771)

indicated at first glance, because, after acquiring the set, the dealer will be put to the expense of testing, of correcting any defects, of putting the set in presentable appearance as well as in operative condition and, furthermore, he is assuming a hazard more or less great in putting the set into his stock."

The Atwater Kent Manufacturing Company frankly states, from their point of view as manufacturers rather than dealers, that their policy so far has been one of discouraging trade-ins on old radio equipment to the greatest possible extent.

One other point which bears mention here in connection with trade-ins, is that while there are still many manufacturers who disclaim any interest in the subject whatsoever, leaving their dealers to worry along with the problem as best they can, many of the companies known to be leaders in their fields are helping their dealers to shoulder the burden of trade-ins, and are working with them in every possible manner to handle them to the best advantage. Dealers need every ounce of help manufacturers can give them on every angle of merchandising and selling. And trade-ins constitute one of the most important of these angles.

AGENCY ESTABLISHES SCHOLARSHIPS

DEAN Charles Lee Raper of the College of Business Administration, Syracuse University, has announced the establishment of the Z. L. Potter Company scholarship for the college year 1927-8.

The scholarship will enable a student who receives the degree of Bachelor of Science in business in June, to take post-graduate work next year and receive in June, 1928, the degree of Master of Science in business. After receiving his degree, the student will be offered permanent employment with the Z. L. Potter Co.

ADVERTISING THAT IS SLEEPING POTION

(Continued from page 744)

copy-writers who can produce what the clients of the agency may be persuaded to accept; in short, of keeping the copy-writer on the reservation. In many an agency, the best copy that is written in the course of a year is copy that never sees the light of day at all, simply because the account executive knows it is useless to submit it, or if it is submitted it is turned down without benefit of clergy.

Much has been written, first and last, about the pangs of the copy-writer who sees his pet masterpiece mutilated under the blue pencil of the advertiser. A good deal of sympathy has been wasted on the copy-writer along these lines, for it is rather seldom that he feels anything approaching the pride of authorship.

The Personal Equation

As a general rule he knows the thing for exactly what it is; an attempt to meet the personal equation of the advertiser without departing too obviously from that of the public. It is highly creditable to the copy-writing fraternity that they so often succeed in that effort, but they don't as a rule regard the results as literary masterpieces.

Most advertising agencies, I have no hesitation in saying, would promptly and gladly embrace the opportunity to produce "human and natural" copy, if they were assured that their clients would use it. Many copy writers would breathe a sigh of relief if they were able to bid farewell to the trite and stale and platitudinous, and to begin to write with the taste and restraint of normal human beings. They do it too, when they get the opportunity, but the opportunities are few and far between.

To the general run of advertisers the product is almost invariably amazing, astounding, stupendous and incomparable. No superlative that can be applied to it is quite superlative enough. No portrayal of the public's emotion in the presence of the



Write New Business With Autopoint

A new way that sales managers have found to increase profits, cut costs

YOU have heard of Autopoint Pencil as a great business-getter. You have probably read our advertisements telling what other firms are doing to build sales by its use. You know its features.

But you have neglected to send the coupon in to find out how it would suit YOUR business. May we urge you, in your interest and ours, to mail the coupon today?

An attractive sample of Autopoint, in all its mechanical perfection, with its beautiful Bakelite barrel, will come by return mail. And a little booklet telling how it will fit in to your sales plans. And figures on the remarkably low cost of using Autopoint.

Why it succeeds

Autopoint is successful because it is intrinsically valuable—because no one but appreciates its merit once they have tried it. Autopoint is never thrown away. Of what other advertisement can you say this?

Your salesmen present Autopoint with the name of your company, and a selling message, permanently stamped on its imperishable barrel. Your prospect is impressed. Autopoint stays in his pocket. Each day your message is a reminder of you countless times.

The increasing use of Autopoint by the thousands of firms that use it as a definite part of their selling plan, is its best recommendation.

Let us send you complete information. There is no obligation. At least find out what Autopoint can do, and where it fits into your plans. Why not mail the coupon today?

Clip this Coupon and Mail it Today—NOW!

The Over-Size Model

Autopoint Made of Bakelite

"The Better Pencil"

AUTOPOINT COMPANY

4619 Ravenswood Ave., Chicago, Ill.

Without obligation, please send sample Autopoint, booklet, sales-building proposition, prices, etc.

Name.....

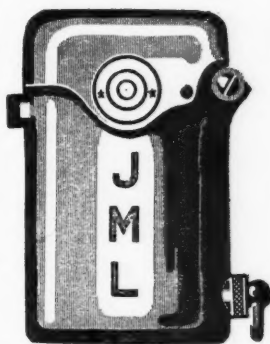
Firm.....

Title.....

Address..... S.M.4-16-27



The LIGHTER THAT LIGHTS Everytime



SWISS made is the reason, for it is mechanically perfect. BUILT LIKE A WATCH, it is the lighter supreme of the times. Strong, effective, new, beautiful styles, GOOD WILL and souvenir distributors are appreciating it to the extent that FACTORY imprint orders must be in hand NOW for satisfactory distribution this year. THEREFORE it is really imperative that negotiations be concluded AT ONCE for such orders. Other imprints executed here as desired. Agents cooperated with. Sample \$3.00 each, postpaid. GUARANTEED.

Litchfield CORPORATION

Importers and Mfrs' Agents
25 DEY ST., NEW YORK

New, happy
"LOWRY"
CARTOON CUTS

Each mortised
for INITIAL,
bigger, better, brighter.
Proofs upon request

**LOWRY
CARTOONS**

All Types of Cartoons Drawn for All Purposes
55 East Wacker Drive, Dept. 5., Chicago

The Workman Manufacturing Company
1206 WEST MONROE STREET, CHICAGO

Gentlemen: I understand the WORCO 2 in 1 combined order blank envelope has doubled orders for many concerns. Please send information on "The Knack of Getting Orders."

NAME _____

ADDRESS _____ (3790)

Cutters for paper, card, cloth, veneer. Office cutters—economical, convenient. Printing presses from \$44.00 to \$1200.00
Golding Press Division, Franklin, Mass.

You need only one newspaper to cover the great 3,000,000 market of Northern Ohio
The Cleveland Plain Dealer

An organization providing a complete service in Outdoor advertising through advertising agencies
NATIONAL OUTDOOR ADVERTISING BUREAU
INC.
NEW YORK CHICAGO DETROIT

MEN Wm. L. Fletcher Inc.,
can put you in
touch with THE RIGHT MAN
for any worth while job
93 Federal St. Boston, Mass.

product is too far-fetched. The housewife must clasp her hands in an ecstasy at sight of her neighbor's new linoleum, and the family breakfast-table (tastefully adorned with a large-sized package from the grocery store) is normally surrounded by an assemblage of Cheshire cats.

A curious thing about it is that these same advertisers are very likely to recognize the excellence of the human and natural in copy or illustration—when they see it used in connection with something else. They are likely to tear it out of the publication, and shove it under the nose of the account executive with the remark: "Why can't you produce something as good as that for us?"

Most agency men run into that situation every now and again, and the answer obviously is, "We can: but would you run it if we did?" No, the advertiser wouldn't, and the agency man knows that he wouldn't, even though it is seldom good policy to say so.

Most advertisers, as a matter of fact, are better able to recognize excellence in the other fellow's copy than they are in their own, and are better judges of values when they are divested of the proprietary viewpoint. There is nothing particularly uncomplimentary about that, because it is simply to say that advertisers are human beings, subject like other mortals to the operation of what is known to students of psychology as the pathetic fallacy.

Through the Advertiser's Eyes

Their feelings with respect to their own product are so strong that judgment is swayed by pure emotion, and they are in somewhat the same mental attitude as the fond mother who sees in her offspring a beauty of feature and charm of manner that no other eye on earth can behold. They are like the novelist who finds himself unhappy in a certain environment, and devotes himself to a demonstration that life in the small town or the big city (either one) is a terrible thing, with all the neighbors necessarily as wretchedly miserable as he thought he was.

They are like the golf bug who enlivens the bridge table with a stroke by stroke rehearsal of what happened at Mahopac a week ago last Sunday; the fight fan, the chess fiend, the collector of postage stamps, first editions, or early American pickle bottles. His emotional enthusiasm for his subject is strong enough to overbalance his sense of proportion and perspective and prevents him from perceiving when the audience ceases to be interested and becomes amused or frankly bored.

"Human and Natural" Copy

The advertiser views his own copy through a similar medium of emotions—hopes and fears and fond desires that color and distort it. The other fellow's copy, however, is viewed without any color screen, and natural proportion and normal perspective are more likely to be recognized.

Those are conditions, if you please, which every advertising agency is obliged to meet. And however much one may sympathize with the demand of the critics for more "human and natural" copy, there is little to be gained by cussing out the agencies for not developing writers capable of producing it. They are producing it, as a matter of fact, in a measurable and increasing volume every year, but they can go no farther and no faster than their clients will permit.

ANENT MR. WYMAN'S COME-BACK

I HAVE just read Mr. Wyman's article replying to Jesse Rainsford Sprague's "The Go-Getter Abroad" in Harper's for March.

Mr. Sprague's article was of such a nature that it must have caused very real distress to everyone acquainted with the true situation and you have performed a real service in publishing so able a reply as Mr. Wyman's. There is no other man that I know of who has the knowledge and felicity in expressing himself that Mr. Wyman shows in this particular article.—Henry H. Morse, Florence Stove Company, Boston, Mass.



After a famine of really helpful marketing aids, the Tips editor dashes in with an armful of things he can recommend. From the nation's biggest market comes "The A B C of the New York Market," a booklet, and "A Marketing Map of New York City" which any sales executive ought to find genuinely useful. The *New York World* has taken a recent survey made by New York University and carefully summarized and condensed it into a real selling help. The map is large enough to plot territories, quotas, sales, dealer outlets and other points, for it is 50 by 38 inches. It pictures density of population, and by colors, shows the ability of each district to purchase according to high, medium, and low income ranges. It also provides a district analysis through which you can chart present and potential retail outlets or customers, volume of sales, and advertising coverage, alongside the number of families and expenditure rating in each of the 105 districts making up the five boroughs.

While the *World* tells us copies of the first edition of both the booklet and map were exhausted last week, another supply will be available by the time this issue of *SALES MANAGEMENT* reaches subscribers. If you will write the *New York World* at the Pulitzer Building, New York City, and mention *SALES MANAGEMENT*, copies of both the booklet and map will be sent without charge.

If your product is one whose sale is influenced in any way by architects, by all means write for a copy of "Advertising & Selling to Architects," a booklet packed full of figures and facts and maps and suggestions for gaining the architect's favorable attention for your goods. The maps show the volume and location of buildings and the number of architects in each state, and the section on advertising discusses the kind of copy suitable for this market, art treatments for illustrations that bring the best results, the size of space necessary to command a hearing, types of direct mail matter found resultful, and so on. Really a valuable book to study. Write *The American Architect* at 239 West 39th Street, New York City, and address your request to Mr. Sly.

Brown & Bigelow of St. Paul, Minnesota, have sent us a copy of a new booklet called "Strengthening Your Advertising," which has in it a baker's dozen of concrete

and practical suggestions for the use of blotters, calendars and other novelties as a part of the advertising plan. *SALES MANAGEMENT* readers may be particularly interested in the chapter on "Profitable Direct Mail Campaigns." Copies are available, we think, by writing the company. Address Mr. O. H. Stevning.

If you have felt there to be wasted demand in your business through the failure of prospective buyers to understand clearly where your product can be bought, you may be interested in "Closing the Sales Gap," a booklet put out by the Association of North American Directory Publishers, telling their plan for listing outlets of branded products in city directories. Write Col. Henry H. Burdick for a copy at R. L. Polk & Company, Detroit.

Every growing business finds itself continuously outgrowing antiquated filing and record keeping systems—"interment" systems would be a better name for some we have known. You will find some excellent suggestions for the handling of this and parallel mechanical office problems in "Profitable Business Control," put out by the Acme Card System Company, 116 South Michigan Avenue, Chicago.

"What's That on the Window?" is the title of a booklet put out by the Meyer-cord Company; while frankly a promotion piece, it presents in dramatized form some ideas used by Williams Oil-O-Matic, Carnation Milk, Grennan Cakes, and others, for identifying their outlets by attractive decalcomania signs. A note to the company at 133 West Washington Street will bring you a copy.

We have rather acquired the habit of expecting the metropolitan newspapers to put out pretentious surveys to help us plan quotas, and now carefully organized market data is becoming available in many of the cities of secondary size. The Gannett Group of Newspapers in New York State, comprised of papers in Ithaca, Elmira, Rochester, Utica, and Newburgh, have a new survey called "The Three Dimensions of the Gannett Newspaper Markets." Winston-Salem, North Carolina, by the way, has been added to this group. Copies of the market book are available through Frank E. Tripp, Times-Union Building, Rochester, New York.

free A booklet of facts "ARGENTINA AS A MARKET FOR AMERICAN PRODUCTS" mailed free on request

Sell Your Product in Argentina

through
LA PRENSA
of Buenos Aires.

An intimate knowledge of selling conditions is at your service, without cost, throughout the New York office of LA PRENSA.

Upon request, advertising and sales managers may obtain a thorough, unbiased and confidential survey on their specific problems. For many years LA PRENSA has been the leading newspaper in South America, famous for its success as an independent and progressive organ.

LA PRENSA maintains its traditions of service by sending to the U. S. a representative, with long experience in the Argentine, to assist manufacturers here.

If you are interested in sales below the Equator, where the business peak is reached at the time of the summer slump in the U. S., write to

JOSHUA B. POWERS
Exclusive Advertising
Representative
250 Park Avenue, New York

LA PRENSA

"South America's Greatest Newspaper"



4000000

Sell the Club Woman

with one ad which we place in the club women's monthly magazines—46 official State organs published monthly by the leading women in every State—3,000,000 Federated Club Women, 1,000,000 League Women.

This is the only field where you buy MASS circulation and CLASS circulation at the same time. Select only publications in the territory where you desire to increase sales for a quality product.

Write for booklet and rates.

Club Service Publishing Co.

Publisher's Representatives
131 East 23rd St. New York City

Personal Service and Supplies

Classified rates: 50 a line of seven words; minimum \$3.00. No display.

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES for new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established sixteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, New York.

ADVERTISING SPECIALTY SALES MANAGER. Well established Middle Western house manufacturing a high grade line of Advertising, Leather Specialties, Art Calendars, Bulletin and Road Signs, and other practical Specialties, needs the service of a real Sales Executive. A man experienced in handling, hiring, and developing specialty salesmen. Experience in this line an advantage but by no means a necessity. In replying give age, experience, etc. All correspondence confidential. Address Box L-410, Sales Management, 4660 Ravenswood Ave., Chicago.

MORE FACTS ABOUT EXPORTING

(Continued from page 717)

Orient. In London the Englishman will soon go from his home to his office on an electric railway owned by Americans. He wears American shoes and uses American cutlery. If you cross southern Europe on one of the fastest express trains, you will be drawn by an American locomotive. In Spain they use American engines and American machinery. American locomotives whistle in African jungles and climb the Andes, and run across Japan. We have built bridges over rivers on the road to Mandalay. American electrical machinery lights the southernmost beacon on the globe in Tierra del Fuego, and American machinery cuts timber in the northernmost lumber camps in Sweden, almost under the midnight sun, where it was drawn on reindeer sleds. The lantern of Aladdin has been superseded in Bagdad by American lamps. The coolies that fanned Indian princes have lost their jobs, for American electric fans do it better. We send laundry machinery to Shanghai, and brewing apparatus to Germany." And even in those days, Americans were successfully selling abroad.

POSITIONS WANTED

DO YOU WANT TO ORGANIZE (OR RE-organize) a Pacific Coast Branch? Perhaps my experience and qualifications fit me to make a place for your product in this rich territory. I've been an inside man and an outside man—I've worked on both established and brand new items, chiefly in the grocery field. I know jobbers and chains. I can do the selling, and I can do the directing. If you want a Pacific Coast representative, let's exchange notes and check up on what we both have to offer to each other. Address: Sales Representative, 1935 El Dorado St., Berkeley, California.

EXECUTIVE SALESMAN—BROAD NATIONAL experience well known to Drug, Electrical, Hardware and Radio jobbers in Maryland, Washington (D. C.), and Virginia invites correspondence looking to engagement. Address Box L-416, Sales Management, 4660 Ravenswood Ave., Chicago.

LINES WANTED

NEW PRODUCTS WANTED—ONE OF our clients, an old established organization with ample manufacturing and financial facilities desires to add a few new products to their line. Will take over manufacturing, selling and distribution problems. If you have a product of proved merit, write to Shelby Syndicate, 1152 Southwestern Bell Telephone Bldg., St. Louis, Mo. All letters will be given strict confidence.

SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty year old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

A WRITER OF BUSINESS BUILDING Letters would like to help several large advertisers to secure more sales per inquiry; pave the way for salesmen and reduce sales cost; write copy for advertisements or articles for house organ on a part time, fee basis. Reasonable rates. Fifteen years' experience. Know how to get results. Try me. Address "Writer" care of Box L-414, Sales Management, 4660 Ravenswood Ave., Chicago.

PATENTS

PATENTS. AS ONE OF THE OLDEST patent firms in America, we give inventors at lowest consistent charge, a service noted for results, evidenced by many well known patents of extraordinary value. Book, Patent-Sense, free. Lacey & Lacey, 668 F St., Washington, D. C. Established 1869.

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